

# Addison-Orange Neighborhood Revitalization Plan



For:  
Department of Planning & Development  
City of Chelsea, MA

By:  
The Vine Associates, Inc. Team

Vine Associates, Inc. • Karl Seidman Consulting Services • Von Grossmann & Company  
with Halvorson Design Partnership

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## ACKNOWLEDGEMENTS

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### Addison Orange Advisory Committee Member

- John DePriest, Director Planning and Development City of Chelsea
- Ryan Tully, Planner City of Chelsea
- Gary Martel, Planning Board representative and neighborhood resident
- Aubrielle Benton, neighborhood resident
- Margaret Carsley, neighborhood resident
- Janet Stearns, Chelsea Neighborhood Developers

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## 1 Planning Context



### Planning Objectives

The City of Chelsea, Massachusetts received a Gateway Cities grant from the Department of Housing and Community Development in January 2008 to undertake a targeted strategic planning effort to analyze housing, nearby real estate development and infrastructure pressures on the Addison-Orange neighborhood in Chelsea. The City engaged the Vine Associates, Inc. Team (Vine Associates, Inc., Karl S. Seidman Consulting Services, Von Grossmann & Company and Halvorson Design Partnership) to work with the City to develop a Neighborhood Revitalization Plan for the area to address community issues. The City's objectives for the Strategic Plan focused on the following neighborhood issues:

- Housing foreclosures, overcrowding and illegal rooming houses
- Infrastructure and open space needs
- Redevelopment of the urban renewal district

### Community Context

The City of Chelsea is a diverse, multi-cultural and densely developed urban community located in the greater Boston metropolitan area. The City provides a gateway for immigrants and refugees from Latin America, Southeast Asia and other countries. According to the U.S. 2000 census, forty-eight percent (48%) of Chelsea's residents are Latino, 58% are white and 5% are Asians. Thirty six percent (36%) of its population was born outside the United States. The community has one of the lowest incomes per capita in the state and a high birth rate.



The City cherishes its diversity and encourages community engagement in its planning processes. There are many active community-wide organizations that encourage and facilitate community activism and engagement and which offer various social and outreach services such as the *Chelsea Collaborative* and *Centro Latino*.

There are also nonprofit community development organizations such as the *Chelsea Neighborhood Developers* that construct new and acquire/rehabilitate existing housing stock to create affordable housing, provide housing assistance such as counseling and workshops and provide community outreach. There are also organizations that provide educational and recreational programs for youth including *Community Schools* which is based in the Williams Middle School and the *Jordan Boys and Girls Club*.



Significant commercial and residential growth occurred in Chelsea in the past several years resulting from an influx of new young professionals moving to the community. Recent commercial redevelopment projects include the *Parkway Plaza* and *Mystic Mall Shopping Centers*. Closer to the Addison-Orange neighborhood, redevelopment has occurred and/or is planned in the 65+/- acre

*Everett Avenue Urban Renewal District* including the recently opened DeMoulas Market Basket at the Mystic Mall on Everett Avenue. The state Department of Conservation and Recreation's (DCR) Vietnam Veterans Memorial Pool was reconstructed in 2008. This 6 million dollar project is located adjacent to the nearby Chelsea High School and provides an important recreational facility for neighborhood residents.

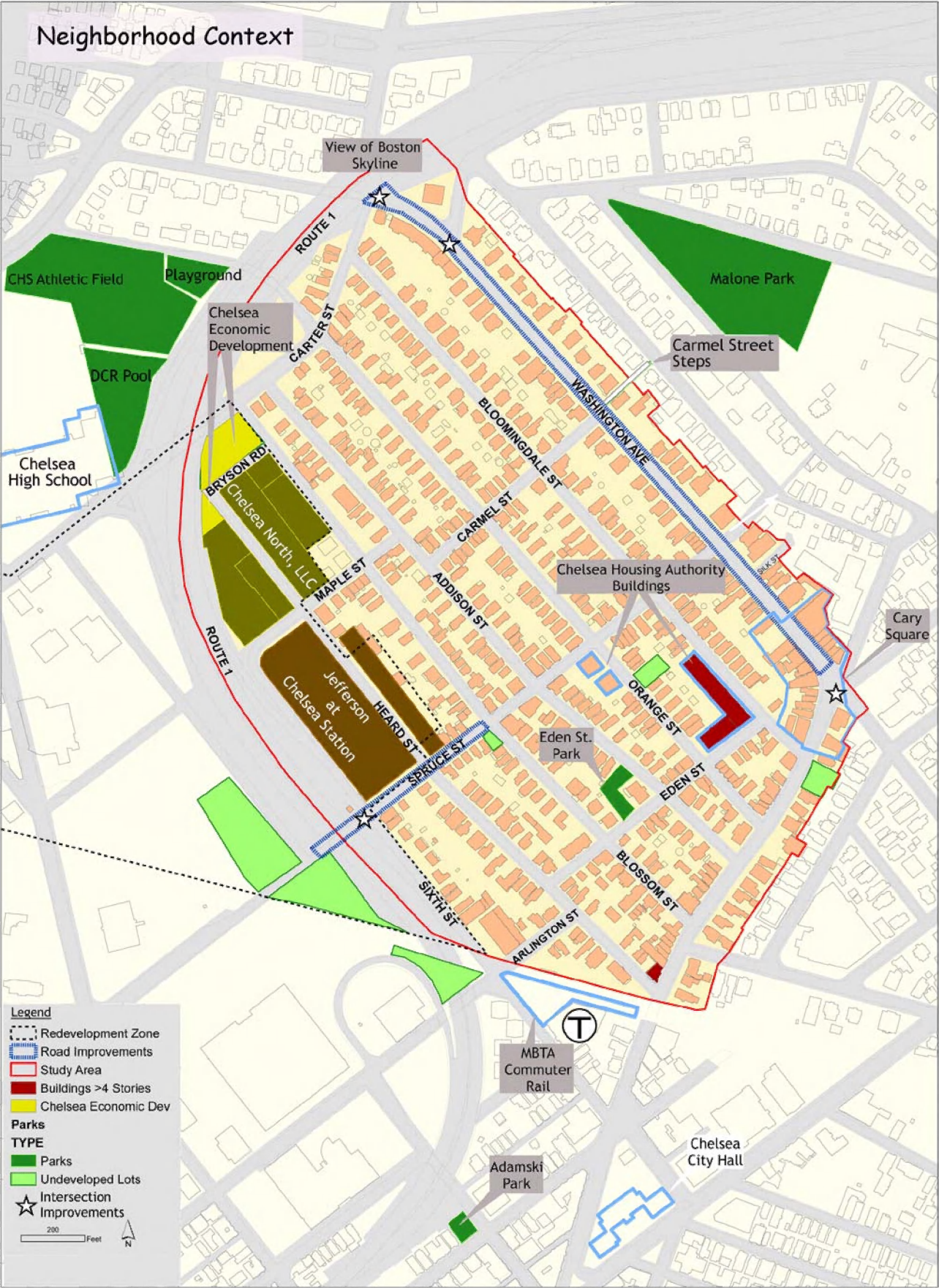
The residential growth has had both positive and negative affects on the community such as improving housing stock, increasing real estate values and increasing housing costs. Similarly the commercial redevelopment has transformed older underutilized sites, generated additional tax revenues, and created job opportunities for Chelsea residents. Community impacts such as traffic generation and increased burdens on community infrastructure have also resulted from commercial re-development.

In spite of the positive growth trends, the community faces many challenges in these tough economic times and is mindful of the need to address community destabilization resulting from unemployment, lack of affordable or decent housing, and other socio-economic issues.

## The Neighborhood In Brief

The Addison – Orange study area is located a few blocks north of downtown Chelsea and is easily accessible from Route 1 and the downtown. The neighborhood is densely developed and, until recently, has been







relatively stable with a high amount of minority owned residences. Currently however, the area is experiencing overcrowding, a high rate of foreclosures, an increase in the number of illegal rooming houses and a lack of open space and recreational opportunities, all of which contribute to the degradation of quality of life.



The neighborhood is within walking distance of the Mystic Mall and employment centers including Chelsea High School, Massachusetts General Chelsea Healthcare Center, Massachusetts Information Technology Center, the Williams Middle School, Wyndham Hotel and the Harbor Pointe office park located on the west side of Route 1.

### Socio-Economic Traits

With a diverse population that is similar to the City of Chelsea in its demographic and socio-economic characteristics, the Addison-Orange neighborhood is a moderate-income neighborhood of primarily renter households.

Please refer to Appendix 1 for more detailed socio-economic data.

Based on 2000 Census data, the neighborhood had 1,307 households and a total population of 3,778. The majority of the population was White (55%), similar to Chelsea at 58%, but with a larger share of its population Hispanic—56% versus 48% for the entire city. Addison-Orange is also similar to Chelsea in its poverty rate (23%), percent of its workforce employed in Chelsea (21%) and the share of housing units that are owner-occupied (29%). Over 70% of households were renters in 2000.

Addison-Orange is clearly a Gateway neighborhood with 46% of its residents foreign born. Although one-in-five residents were living in poverty, Addison-Orange had an average household income of \$45,175 in 2000, which was 6% above the level for all of Chelsea but 39% below the average household income for the Boston metropolitan region (\$74,119).

### Urban Form

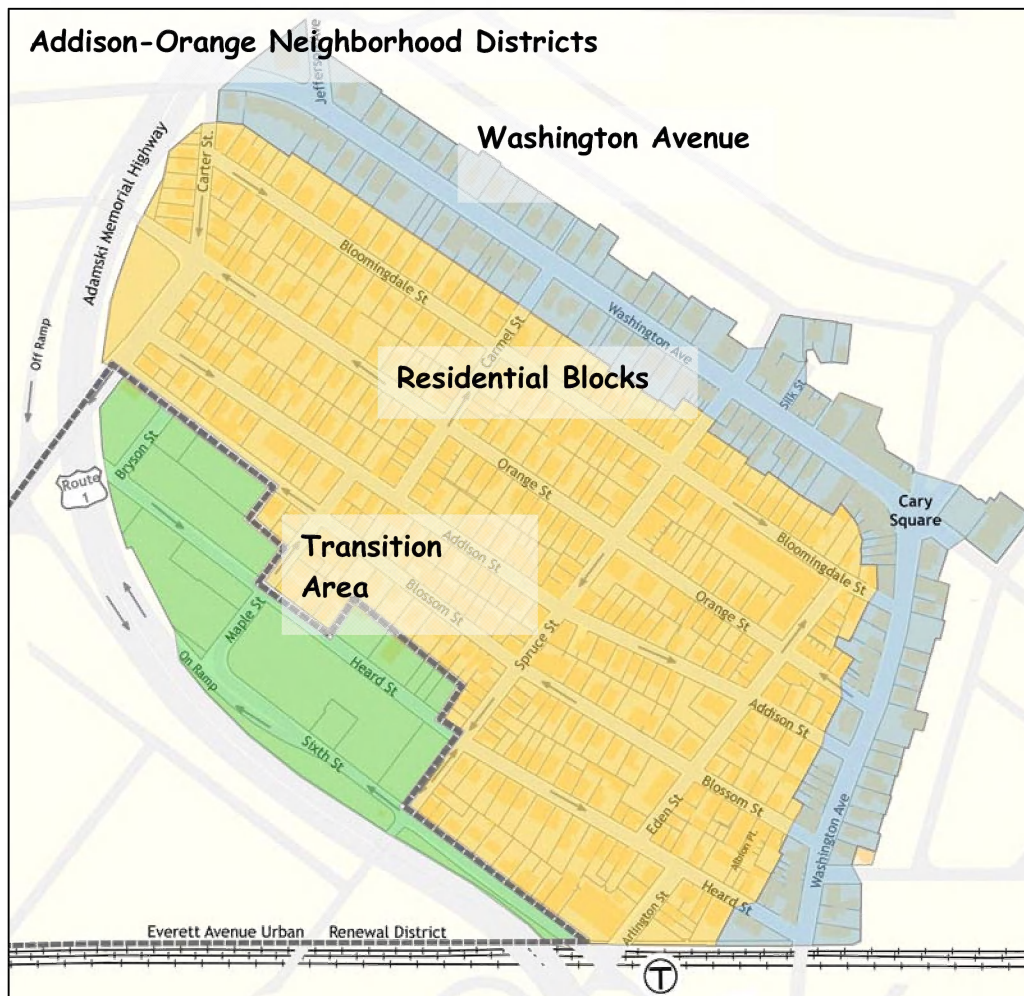
The neighborhood is primarily comprised of small lot residential uses. Route 1 forms the westerly edge of the neighborhood and presents a visual and physical barrier between the neighborhood and the majority of the Everett Avenue Urban Renewal Area



(“urban renewal area”) to the west. Land uses in this part of the neighborhood become less dense and are comprised of a mixture of vacant, industrial and scattered residential uses.

The topography in the area slopes down gradient from Washington Street in a southerly and westerly direction. The streets are laid out in a grid like pattern with a series of one way streets. Many of the streets and sidewalks in the neighborhood are in need of repair and street tree planting. Parking is generally provided on one side of most streets and, similar to the City as a whole, is inadequate to meet the existing demand. The neighborhood is comprised of the following three distinct but connected areas:

- Washington Avenue Corridor (including Cary Square)
- Residential Blocks
- Transition Area





### Housing Stock

The majority of the residential structures in the neighborhood are single, two and three family, and 2 to 2½ story residences. Almost 30% of units are owner occupied. There are pockets of multi-family structures some of which are high density. Multi-family properties of four or more units account for 44% of the neighborhoods total housing units (see Appendix 1).

There are also some former apartment complexes such as Addison Place that have been turned into condominiums and there are two public housing developments. The Buckley Apartments is an elderly/disabled community consisting of an 8-story building with 209 one bedroom apartments, a large community room, a kitchen, laundry room and an on-site clinic. Union Park is a 56 unit development on two sites, with 16 units located in Addison-Orange at the corner of Spruce and Orange Streets. A group home servicing ten disabled adults is located at 269 Washington Street and is run by the North Suffolk Mental Health Association.

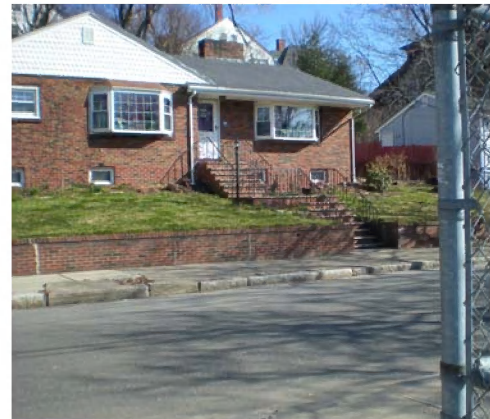
### Housing Foreclosures

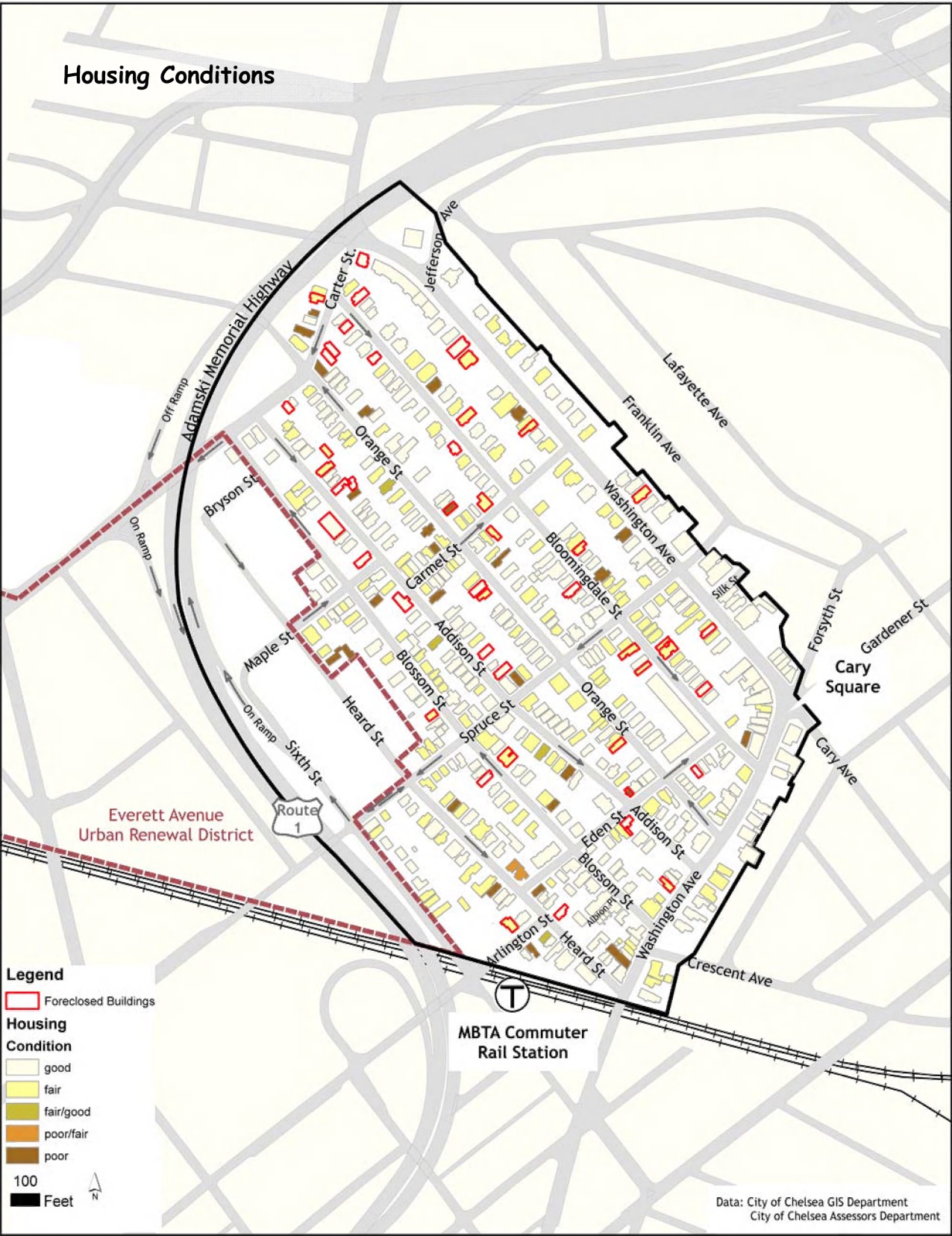
The neighborhood's housing conditions have been affected by significant foreclosure activity. The federal Department of Housing and Urban Development (HUD) estimated that census tract 1605 (which includes Addison-Orange) had 155 foreclosures during the 18 months ending in June 2008 which is an average of almost 9 per month. This represents 8.8% of all home mortgages, which was the highest rate in Chelsea, which had an overall rate of 8.1%.

Moreover, HUD estimated that almost 36% of the mortgage loans in this tract were high-cost loans, which suggests that foreclosures

may continue to be a problem as homeowners struggle to meet the burdens of these high cost loans. In some cases homeowners secure additional tenants to provide more rent to meet their loans payments which results in overcrowding and the creation of illegal apartments.

An analysis of non-condominium foreclosure activity as of March 2009 prepared by Chelsea Neighborhood Developers identified 29 properties in foreclosure—over half of which (17) were two-family, five single-family and five three-family properties. Properties in the foreclosure process were not concentrated on specific blocks but were scattered across the neighborhood (see Housing Conditions Map on following page).







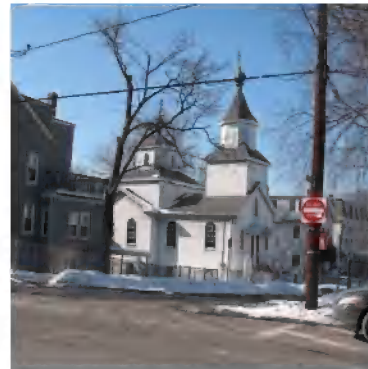
### Commercial and Institutional Uses

Commercial uses such as Chelsea Cafe, the Tedeschi and Washington Market convenience stores and eateries such as Plaza Mexico Restaurant and Bar, Khelsea Pizza are concentrated in Cary Square on Washington Street along with the Torf and Admiral funeral homes and the Temple Emmanuel. There are also scattered commercial uses such as Market Del Sol convenience store and Laundromat and Barros Market located within the neighborhood residential blocks.



There are also several churches located in the area, some of which are housed in

storefronts or portions of buildings and others such as St. Lukes and the Russian Orthodox Church of the Nativity which are located in free standing structures. Other than public housing, the Washington Street Group Home and faith based organizations; there are no institutional uses in the neighborhood. Chelsea High School and adjacent Carter Park are located northwest of the neighborhood.



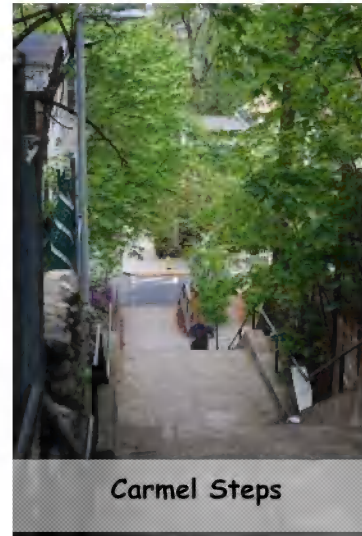
### Open Space and Recreation

The neighborhood is densely developed and lacks adequate open space and a diversity of recreational opportunities for residents. Eden Street Park, near the intersection of Eden and Blossom Streets, is the only improved open space/park facility in the neighborhood and functions only as a tot lot. This park was built on a former vacant lot (the former "Skeleton" building) in 2000.



Malone Park, a large passive open lawn area, located northeast of the neighborhood and

west of the Chelsea Solders Home and at the crest of the hill overlooking Boston, is relatively inaccessible to the neighborhood. A public stairway referred to as “Carmel Steps” extends from Washington Street across from the northerly end of Carmel Street to Franklin Street. However the stairway is functionally limited as it stops one block short of Malone Park and thus does not connect the neighborhood to this significant open space resources. The closest other recreational opportunities within the city are at least ½ mile and a 15 minute walk from the neighborhood (see Map below).



**Carmel Steps**





## Transportation and Infrastructure

### *Regional Highway*

The City is conveniently situated adjacent to U.S. Route 1 and state Route 16 and is in close proximity to U.S. Interstate 95. The City is across Boston Harbor from the City of Boston which is easily accessible by car, train and bus.

### *Transit*

The Chelsea commuter rail station is located in the southeast corner of the neighborhood at the Arlington and Sixth Street intersection. The line provides commuter service to Boston and is one stop north of and about a ten minute ride to North Station. The service operates between 6:00 AM and midnight Monday through Friday.

The location of the station stop requires the arriving/departing trains to occupy portions of the Arlington/Sixth Street intersection which disrupts vehicular and pedestrian traffic. The facility also provides minimal amenities with a small shelter on the north side of the tracks and a couple of benches on the south side.



The City has long range plans to re-locate the commuter rail station further north near Everett Avenue.

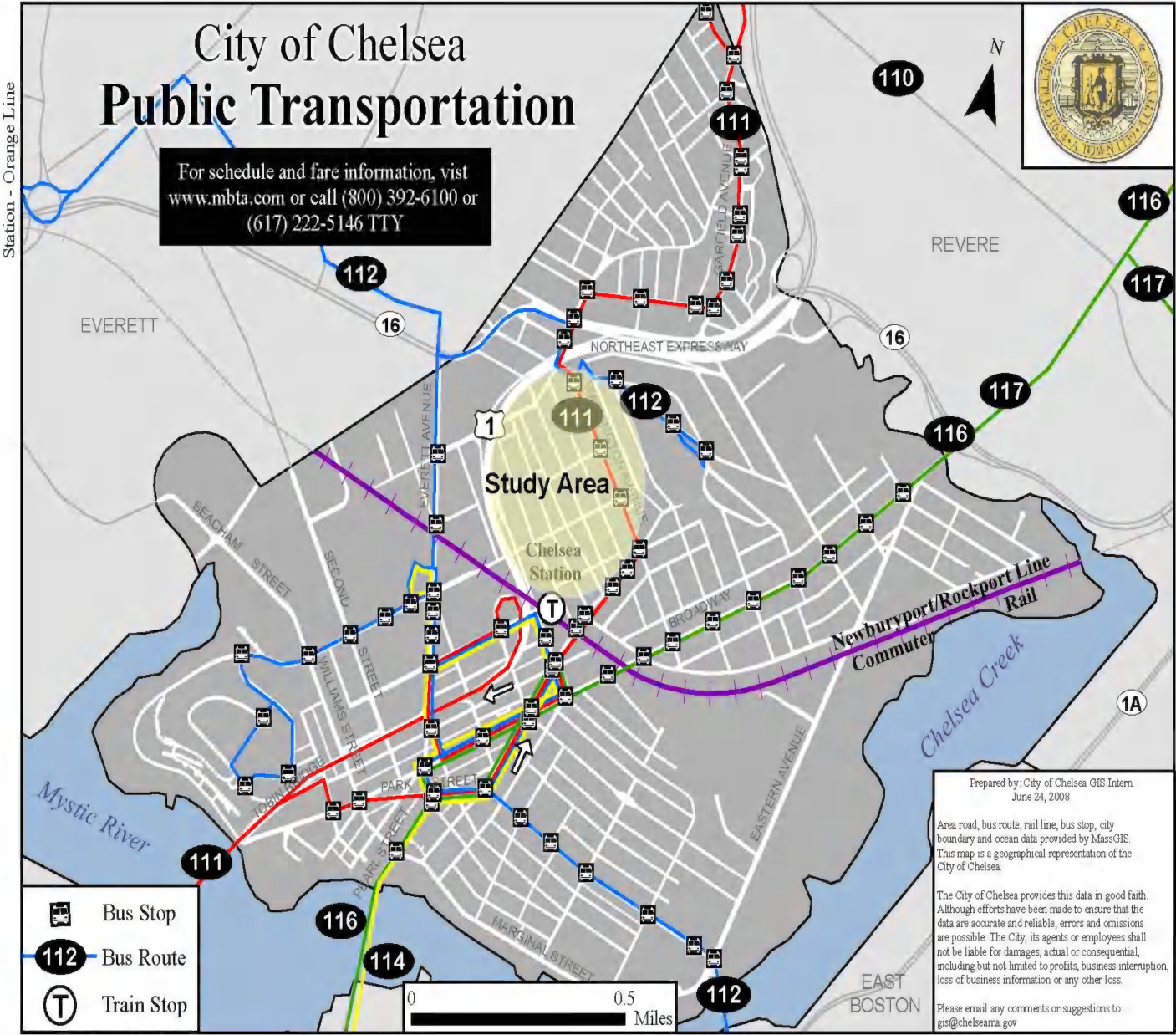
Bus services connect to the MBTA Blue Line which provides connecting services in Boston to the Orange Line and Green Line at Government Center. Bus Route #111 travels along Washington Avenue from the north into Boston. Bus Route #112 travels along Sixth Street, Arlington Street and Everett Avenue along the southern portion of the Study Area.

### *Local Streets and Infrastructure*

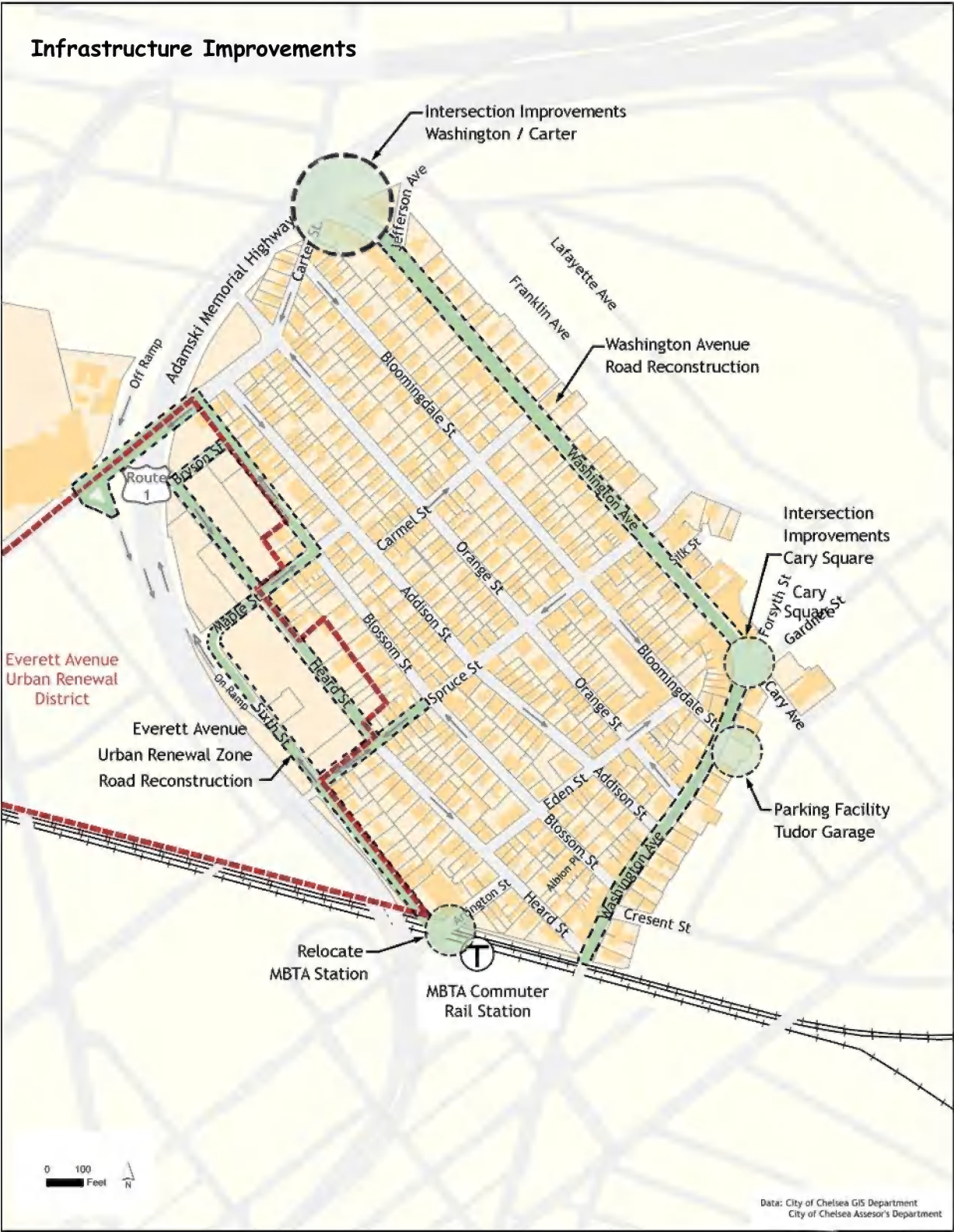
The neighborhood is serviced by municipal water and sanitary sewer. Some of the storm drainage in the area is combined with sanitary sewer lines and the City has been and will continue to separate these lines over time.

The City has undertaken improvements to Spruce Street west of the neighborhood including widening the street to four lanes. The City has plans to undertake additional street improvements along Spruce from Sixth Street to Blossom Street in the next few years.

Conceptual design plans have been prepared to reconstruct Washington Avenue including the sidewalks. Optional schemes for improving the Cary Square intersection include removal of the pedestrian traffic signals and installation of either a small rotary or traffic island. Consideration is also being given to changing Forsyth and Gardner streets to one way street patterns to reduce the traffic impacts and improve pedestrian safety in Cary Square.





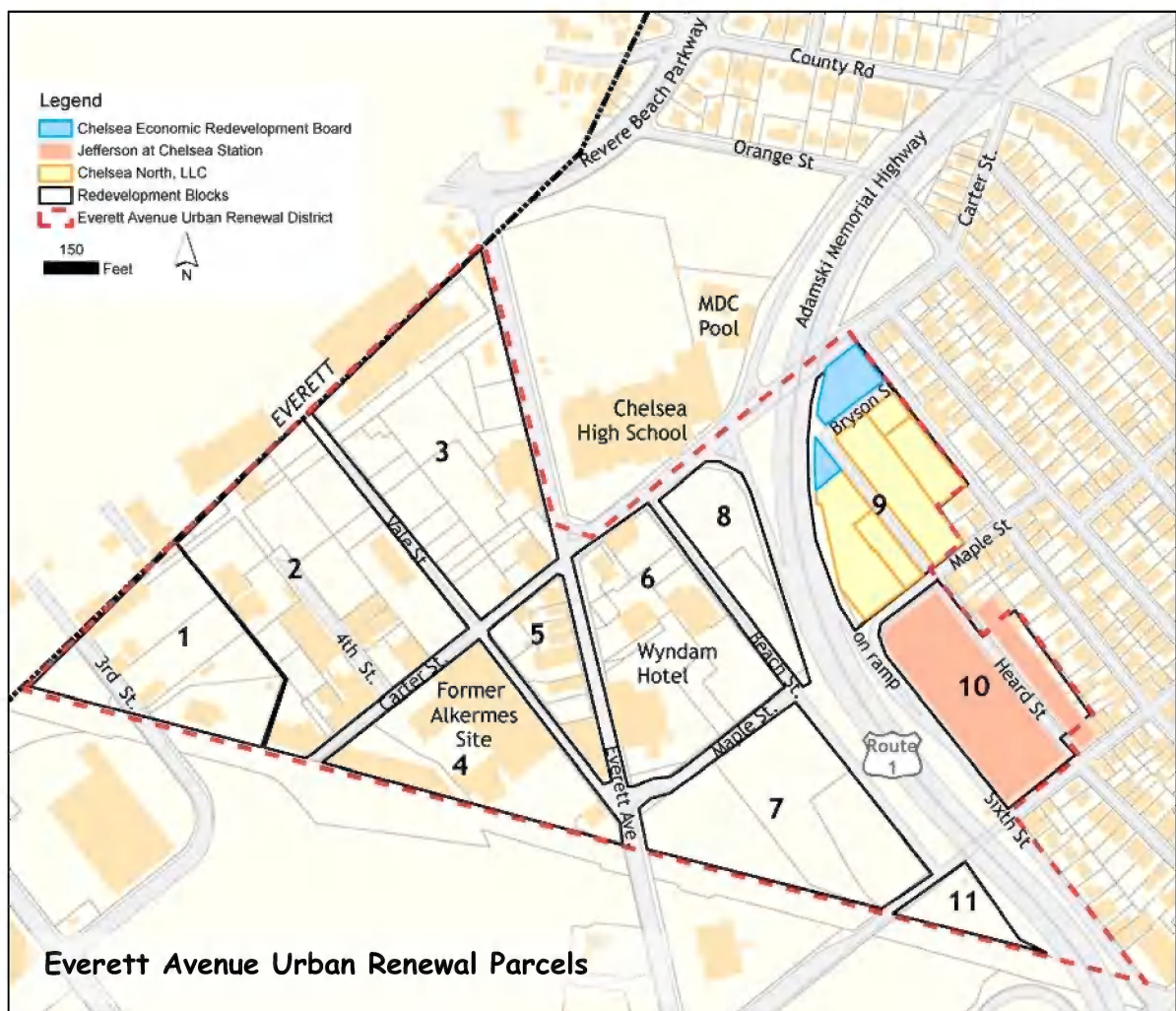


### Everett Avenue Urban Renewal Area

A 7 acre portion of the 65 acre Everett Avenue Urban Renewal District is located in the Addison-Orange Study Area. In 2000 the first urban renewal project in the larger urban renewal area, the \$16 million, 180-room Wyndham Hotel was constructed on Everett Avenue. There are several other development projects proposed in this area including two within the Addison-Orange neighborhood. In 2008, the City designated JPI Development Services as the developer of an urban renewal block in the neighborhood bounded by Maple, Spruce, Heard and Sixth Street including parcels directly across Heard Street

The development plans for the project “Jefferson at Chelsea Station” proposed a 272 unit residential development in three buildings. A large, five story building was proposed in the main block with 248 parking spaces provided on the ground floor and a combination of 1 and 2 bedroom apartments. Two other smaller scale buildings containing residential units and a small retail use were also included on the east side of Heard Street.

Due to the inability of the developer to secure financing for the project, the agreement between the City and the developer was recently rescinded.





At some point in the future the City hopes to identify another developer for the site. There are four additional parcels located in the Study Area within the Everett Avenue Urban Renewal District. Two of these are owned by the City of Chelsea Redevelopment Authority (parcels 63-16 and 63-13).

Two larger tracts totaling 3 acres in size and are owned by Chelsea North, LLC. Schematic design plans for multi-family residential uses including parking garages along Route 1 have been developed for the Chelsea North parcels and development plans are expected to advance once development financing is secured.

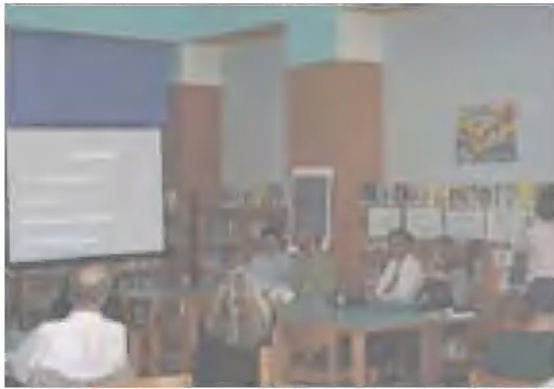
There are not any active development proposals for the remaining Chelsea Redevelopment Authority parcels. One of the City's goals is to ensure that such developments compliments and enhances the quality of life in the neighborhood.

### Neighborhood Organizations

The only formal neighborhood organization is Neighbors Against Blight (NAB) which was formed a several years ago to address the "skeleton building" on Spruce Street. There are not any social service facilities in the neighborhood for youths or other residents.

The City's *Community Schools* program provides services to at risk youths. The facility located at the Williams Middle School on Walnut Street which is within walking distance of the neighborhood. The *Jordan Boys and Girls Club* is located a few miles from the neighborhood in the southern portion of the City on Willow Street.





## 2 Public Process



### Community Engagement

The City of Chelsea is an Environmental Justice community and the engagement of under represented neighborhood constituencies was a goal of this planning process. The Vine Associates, Inc. Team worked closely with the City of Chelsea Planning and Development Department and an Advisory Group created by the City to ensure that the community engagement process was as inclusive as possible and that the planning analysis met the objectives of the community. The Chelsea Collaborative, Chelsea Neighborhood Developers, and others provided invaluable assistance in the team's outreach efforts.

Various stakeholder groups were contacted and interviewed to solicit information as well as views on the issues confronting the neighborhood. The stakeholders included City of Chelsea department heads, neighborhood residents, property and business owners, community leaders, non profit organizations, developers, financial institutions, housing organizations, and business owners (see Appendix 2).

In addition to engaging stakeholders, the team designed an online survey to solicit resident, property owners and business owner opinions on neighborhood issues. The survey was posted on City's web site and the web address and information to access the site was provided at the community meetings described below. The results of the survey as included in Appendix 2.

Three important community meetings were held to engage residents, property and business owners into the planning process. All of the meetings were held at the Williams Middle School on Walnut Street which is within walking distance of the neighborhood. Spanish translators provided written translation of the meeting agendas and public notices and were available at the public meetings to provide interpreting services.

The first session was a **“Community Listening Meeting”** held on May 21, 2009. The Vine Associates, Inc. Team described the planning process and provided a presentation of the neighborhood existing conditions. Following the presentation, the meeting participants were asked to think of and provide input on a series of neighborhood issues (both positive and negative) and to help identify neighborhood goals and objectives. The interactive session included the use of maps and flip charts to record ideas and comments by each group.



Several neighborhood themes arose during the discussion period including:

- Urban Community
  - Proximity to Boston
  - Public Transit
  - Neighborhood Character
- Safety/Securing
  - Increase police presence to deter crime
  - Monitor problem dwellings
  - Provide facilities for youth
- Housing and Land Use
  - Maintain buildings
  - Provide funding for exterior home improvements
  - Provide counseling for homeowners/landlords to help avoid foreclosure
  - Educate residents about city health and safety requirements
  - Develop compatible uses in the Everett Avenue Urban Renewal District and create design guidelines
  - Prevent conversion of 1, 2 and 3 family residences into multi-family units without requiring parking
  - Encourage mixed uses in Cary Square
- Public Realm
  - Balance additional open space with public safety issues
  - Create additional “green space” in the neighborhood
  - Plant/replace street trees
  - Repair sidewalks and street lights
  - Improve/install way finding signage
  - Eliminate/reduce litter and trash
  - Require utility companies to repair streets upon completion of utility work
- Cary Square
  - Enhance identity of Cary Square
- Positive Attributes
  - Diverse Population
  - Affordable Housing



- Improve public safety and design of intersection
- Encourage infill development of vacant/underutilized properties
- Encourage corporate sponsorship of “adopt an island”
- Traffic and Parking
  - Provide neighborhood parking lots and/or designated spaces
  - Consider traffic calming measures along Addison, Carter, Spruce and Washington Avenue
  - Improve pedestrian crossings at Cary Square and Carter Street
- Washington Avenue and Spruce Street
  - Construct proposed street improvements
  - Undertake streetscape improvements along the entire length of Spruce Street
  - Incorporate bus curb cuts or bump outs along Washington Avenue
- Other
  - Provide minimal landscaping and/or remove debris from vacant parcels in the urban renewal district

The second session, held on June 11, 2009, was a **“Visioning Session”** where attendees broke into smaller working groups to consider and discuss future potential for four neighborhood areas: Cary Square, Land Use and Housing, Public Realm, and Public Safety.

Facilitators assisted the working groups to elicit thoughts and suggestions which were recorded on large scale plans and aerial photographs. The results of the Community Listening and Visioning sessions were

translated into a neighborhood vision described in the next Chapter.



The third session was held in July 2009 and involved a presentation and discussion of **“Alternative Strategies and Implementation Measures”** to achieve the Neighborhood Vision that evolved from the Community Listening and Visioning Sessions as well as input gathered from interviews and the community survey.

The final plan was presented to the Planning Board for approval in August.

## Neighborhood Goals

To gain an understanding of the existing conditions, the Vine Associates Team reviewed existing planning reports, assessors and GIS data and other documents provided by the City; conducted walkabouts to assess the condition of buildings and streetscapes; interviewed City personnel and stakeholders; and held the Community Listening Meeting.

Once the existing conditions were understood, the Vine Associates Team worked with the City of Chelsea Department of Planning and Development and the



Addison-Orange Neighborhood Advisory Committee to review the existing conditions analysis and the comments received through the interviews and Community Listening Meeting to identify preliminary goals and objectives for the area. These analyses and the Community Listening meeting identified the following goals for the planning study:

- Create a neighborhood identity (social and physical).
- Improve quality of life for current neighborhood residents, business and property owners.
- Maintain and enhance Cary Square as the neighborhood business center.
- Reinforce the character and development patterns in the residential blocks.
- Stabilize and improve housing stock and home ownership opportunities.
- Improve the Public Realm by increasing open space and recreational opportunities and improving pedestrian and vehicular safety.
- Create distinguished and recognizable gateways to the neighborhood.
- Encourage compatible residential development of urban renewal parcels.

## Community Objectives

As noted, the Community Listening Session was followed by an interactive Community Visioning Session to further engage the community in the planning process and to

encourage interest in and “ownership” of the plan. The overall objective was to create a vision for neighborhood stabilization. The Vine Associates Team and the Advisory Committee presented the existing conditions analysis and a summary of major findings regarding housing and foreclosure issues, the neighborhood public realm and proposed development projects in the adjacent Everett Avenue Urban Renewal District. Participants were asked to identify neighborhood assets, to comment on their sense of factors contributing to neighborhood stabilization/destabilization and to discuss potential solutions to those issues. The following community objectives by category evolved out of the Visioning process.

### Neighborhood Identity and Character

- Improve neighborhood appearance and overall cleanliness
- Enhance neighborhood identity and character by creating inviting gateways at major intersections to the neighborhood
- Retain scattered neighborhood commercial uses in the residential blocks
- Encourage appropriately scaled residential redevelopment of the urban renewal district parcels and include improvements to the adjacent public realm.
- Improve police presence in the neighborhood
- Improve pedestrian safety through improved lighting and enhanced sidewalks/streetscape conditions.
- Enforce building, health and public safety codes

### Cary Square

- Encourage additional businesses in Cary Square and organization of existing businesses

- Improve visual appearance of the square

### Housing

- Identify strategies to prevent foreclosures
- Prevent deterioration of existing housing stock and encourage housing rehabilitation / reuse
- Redevelop vacant lots into compatibly scaled residential uses
- Prevent overcrowding
- Provide adequate parking



### Public Realm

- Maintain streets and sidewalks on a regular basis
- Replace street trees as needed
- Implement street reconstruction projects on Washington Spruce, Sixth and Heard Streets
- Improve access through and to Route 1 and Everett Avenue
- Improve pedestrian connections between neighborhood and commuter rail station, employment centers, open space and recreation facilities and other

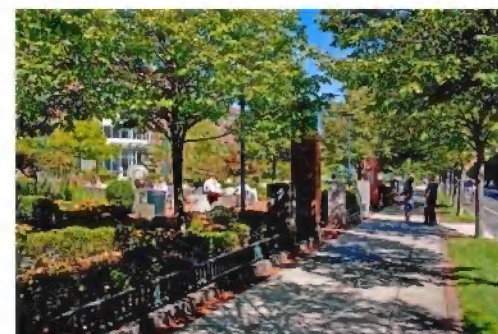
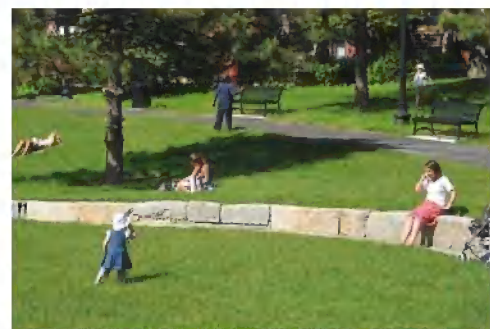


neighborhoods

- Target public realm improvements to provide additional open space and create and/or improve connections to adjacent neighborhoods, employment centers and the downtown area
- Implement traffic calming measures where needed and neighborhood wide streetscape enhancements and infrastructure improvements
- Develop design guidelines for consistent signage and streetscape improvements that create and reinforce the neighborhood identity

### Open Space and Recreation

- Create a variety of new green spaces and small parks to serve a range of user groups including community gardens and passive parks for socialization and relaxation.
- Provide recreational opportunities to serve the neighborhood youth







### 3 Neighborhood Vision



### The Vision

As noted, the Addison-Orange neighborhood is located in the northeastern section of the City and framed by Washington Avenue on the north and east, Route 1 on the west and the commuter rail on the south. This geographic setting and the presence of Cary Square help form a cohesively defined physical neighborhood identity. As described in the previous Chapter, several goals and objectives were identified that address neighborhood issues including housing, public health and safety, open space and recreation and the public realm. Combined these recommendations constitute a future vision for the area which is detailed in the following paragraphs.

### Neighborhood Character & Identity

Participants in the community engagement process suggested that the neighborhood appearance and overall cleanliness needs to be improved and will be a good first step in enhancing the neighborhood character and identity. Re-introducing “police beats” was suggested as a way to create relationships between public safety officers and residents and also to increase police presence in the neighborhood. Improving code enforcement and making residents aware of public health and safety codes requirements were also suggested as a means to prevent overcrowding and improve property maintenance and overall neighborhood appearance.



Streetscape and signage improvements to the four neighborhood Gateways (Washington and Carter, Carter and Blossom, Spruce and Sixth and Washington and Heard) as well as in Cary Square would improve neighborhood identity.



For example, the Carter/Washington Street intersection is a gateway to the neighborhood (and the City) from Route 1. This location offers wonderful views of the Boston skyline and the interesting architecture of Upper Washington Street. Gateway improvements such as installing an “Addison-Orange Neighborhood” sign, landscaping and bump outs could significantly improve the appearance of this area and provide an inviting entrance to the neighborhood.

Creation of green spaces such as community gardens and/or pocket parks will also improve the quality of life for the residents. One area where such improvements could have a significant affect is along the Route

1/Sixth Street corridor which is currently characterized by large swaths of highway ramps, fences parking lots and excessive paved areas. The introduction of green space such as a linear buffer, pedestrian walkways and reduction in pavement along with signage would vastly improve this area which is a Gateway to the City.

The introduction of new open spaces such as pocket parks and community gardens or landscaped areas will enhance the quality of life.



Reinforcing the neighborhood’s urban form is also important. Washington Avenue frames the neighborhood on the north and east. The street contains sound and architecturally

interesting residential structures as well as commercial and mixed use structure in Cary Square.

Cary Square, which is discussed below, functions as the neighborhood business center. To the south of Washington Avenue are the “residential blocks” which extend several blocks in north/south and east/west directions. The urban form in the residential

blocks has not changed much over time and should be maintained.

Along the western edge of the neighborhood is the “Transition Area” which formerly housed industrial uses. A portion of this area is located in the Everett Avenue Urban Renewal District and will be redeveloped at some point in the future.





### Washington Avenue Corridor

Washington Avenue is the main collector street linking the neighborhood to the downtown and Box District in the southeast and Route 1 to the north and west. The street is used by residents to access the residential blocks to the south and to travel to and from Route 1 and the areas west of Everett Avenue. Land uses vary along the street with residential uses predominating the areas north and south of Cary Square. Cary Square is the neighborhood business center and contains a variety of retail, restaurant and service businesses in mixed use buildings. The street is serviced by MBTA Bus Route 111 and contains several bus stops. The Carmel Steps extend north from Washington Avenue to Franklin Street and provide a unique pedestrian experience. Unfortunately, the steps end one block south of Malone Park and thus do not provide a neighborhood connection to this valuable community open space resource.

The residential development located on Washington Avenue should be maintained. Much of the housing stock is good quality with interesting architecture. Consideration should be given to ensuring that there is adequate parking before allowing property owners to add additional residential units to their properties.



The City has developed schematic design plans for the reconstruction of Washington Avenue including sidewalks and subsurface utilities. Funding should be identified to implement these improvements as soon as possible. The plans include intersection improvements at Cary Square, Franklin and Carter Streets.

Traffic speed is a serious concern along Washington Street that must be addressed. Further aggravating the traffic concerns on Washington Avenue are the MBTA transit busses which travel at high speeds and often do not pull aside to allow traffic to pass when stopped. The design plans for Washington Avenue should consider potential traffic calming measures such as raised crossings and improvements such as bump out and/or curb cuts at the bus stops and the need for additional covered bus stops should be evaluated.

### Washington Avenue Gateways

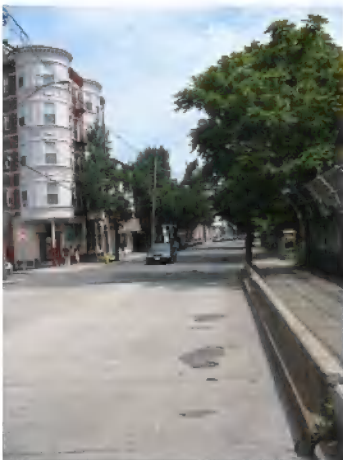
Washington Avenue forms the northern boundary of the Study Area and contains two Gateways as well as Cary Square which are discussed below.





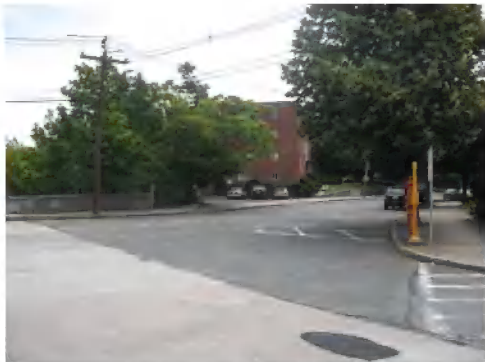
*Washington and Heard*

The Washington Heard Gateway connects the neighborhood to downtown Chelsea. There is a bridge over the railroad tracks in this location that could be used to enhance the appearance and signal arrival in the neighborhood. The introduction of some form of public art that relates in some way to the Addison-Orange neighborhood such as a tasteful mural in this area would enhance the Gateway. The planting of street trees down to Broadway Street just outside the Study Area would also enhance the entry to the neighborhood.

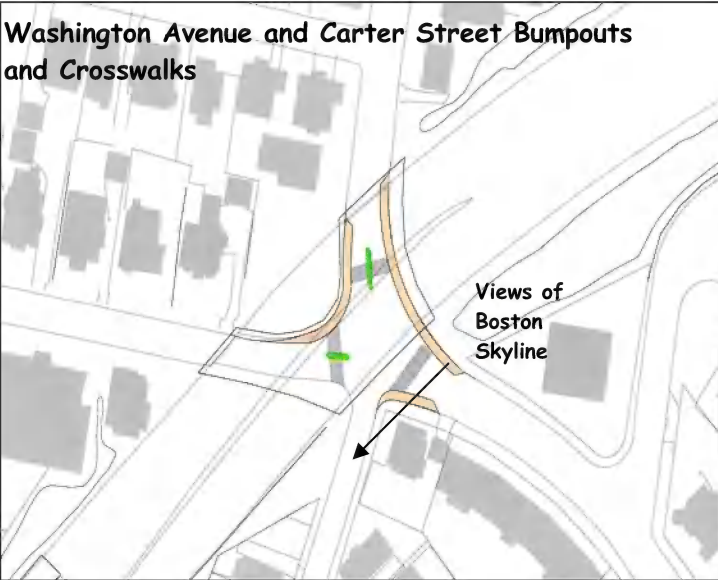


*Washington and Carter*

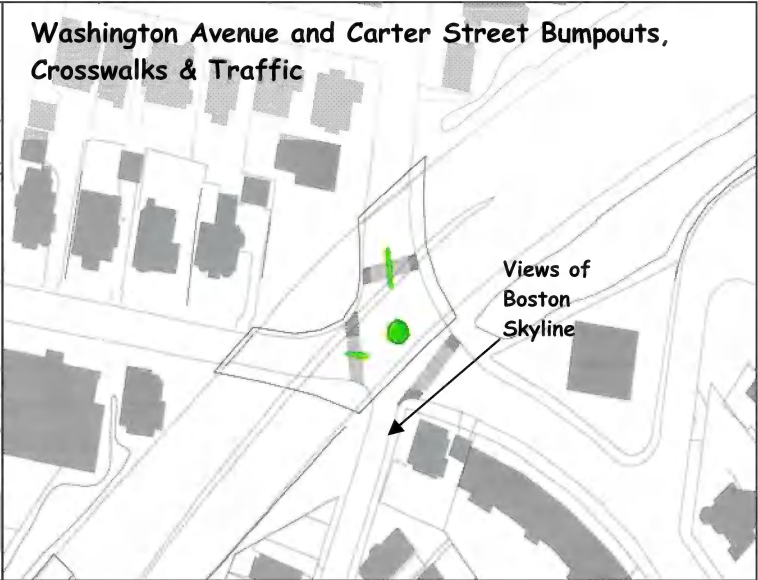
Because the Carter/Washington intersection is a Gateway to the neighborhood, the final design plans should incorporate significant landscaping, signage and potential viewing area of the Boston sky line. The Jefferson/ Washington intersection improvements should also include landscape treatments. Two alternatives for the Carter/Washington Street intersection are shown below. In both cases, crosswalks and landscaping are suggested. In one case, bump outs are suggested and in the second, a landscaped traffic island on the state Highway bridge portion of the intersection is proposed.



**Washington Avenue and Carter Street Bumpouts and Crosswalks**



**Washington Avenue and Carter Street Bumpouts, Crosswalks & Traffic**



### Cary Square

Cary Square is located at the intersection of Washington Avenue, Forsyth and Gardner Streets and is the commercial center of the neighborhood. The Square contains brick sidewalks and decorative street lighting. Land uses framing the square include two freestanding funeral homes, Temple Emmanuel, the mixed use structure containing Chelsea Café, and additional mixed use buildings.

Cary Square contributes to the neighborhood identity by its geographic location and by the business and service establishments located in the square. The improved streetscape helps distinguish the area and creates visual cues of the presence of a unique district.

The economic vitality and identity of Cary Square should be enhanced. At present no organized business group exists to promote the area. Creation of such an organization could help improve the appearance, maintenance and economic vitality of the square. Such an organization could sponsor festivals, create banners and other promotional materials, encourage façade improvements and other activities to attract shoppers and the public to the square. Creating “Adopt an Island” program for the square and other locations with corporate sponsors is another way to increase landscaping and improve neighborhood appearance.

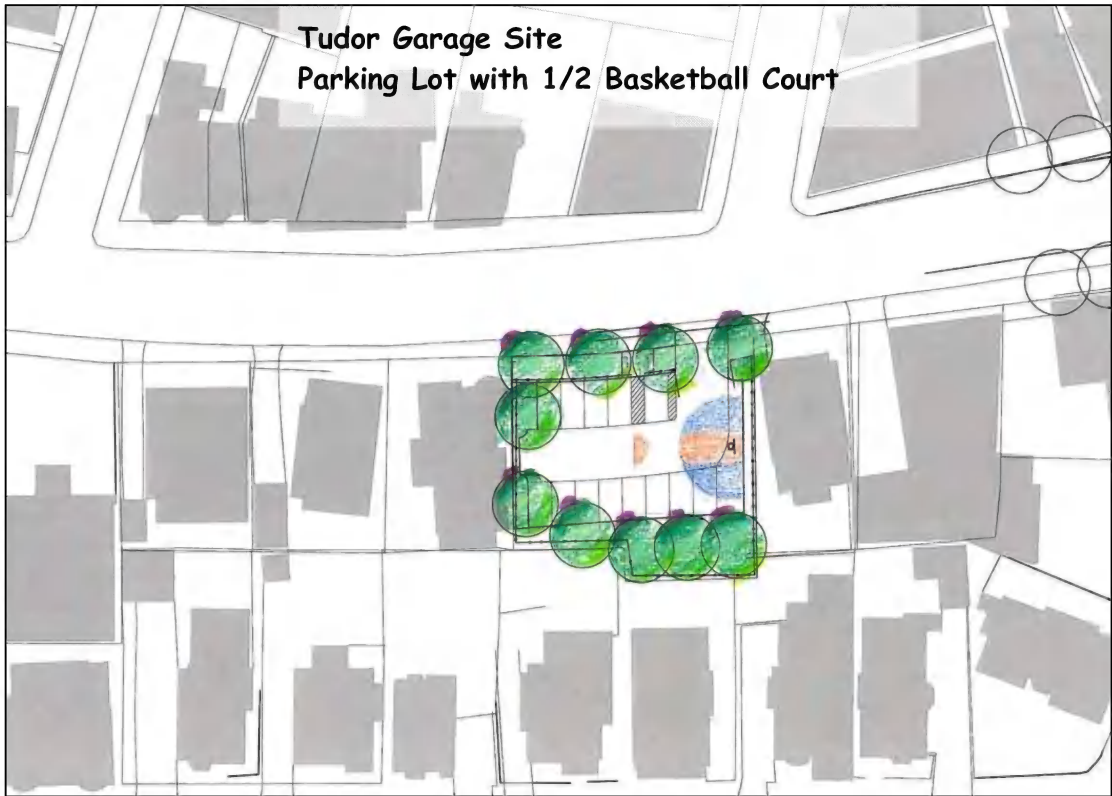
Redevelopment of the vacant former taxi stand facility on the north side of Washington Avenue is vital to the improvement of the square. Suggestions for re-use proposed at the Community Visioning Session included parking, community center and a bakery.

Temple Emmanuel located at the intersection of Cary Avenue and Gardner Street has a large lot that contains monuments, a flagpole and a lawn. If the Temple representatives were amenable, there may be a possibility to create additional landscaping on this property and/or community gardens.

The Tudor Garage site is a vacant parcel located just south of Cary Square on Washington Avenue. The redevelopment of this site will help continue the street edge and infill this important property.







The Washington Avenue reconstruction design plans include alternatives to improve the intersection in Cary Square through the installation of a rotary or traffic islands. Changing traffic patterns to create one way street directions at Forsyth and Gardner Street are also being considered. The City should carefully design the intersection improvements to incorporate traffic calming, pedestrian improvements, landscaped area and a sign identifying Cary Square. Existing signage indicating fully functioning traffic signals should be removed. Pedestrian activated signals should remain.

Examples of possible short and long term intersection improvements are illustrated on the right side of the page and photograph images of how bulbouts and landscaping can improve the visual appearance and pedestrian safety of large intersections are shown on the following page.

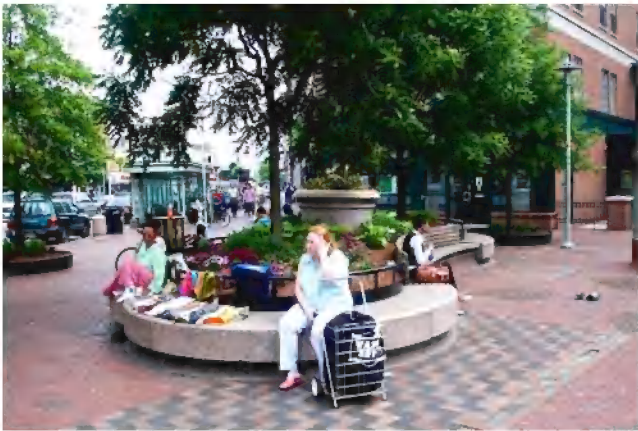


**Cary Square Short Term Improvements**  
bumpouts, crosswalks & landscaping



**Cary Square Long Term Improvements**  
re-routing of Gardner & Forsyth & new  
plaza adjacent to Temple Emmanuel





### Residential Blocks

The residential blocks are located between Washington Avenue and Heard Street. The primary north/south residential streets include Bloomingdale, Orange, Addison, Heard and the east/west streets include Eden, Spruce, Maple, and Carter. For the most part residential uses predominate in these areas. There are scattered commercial uses located along key intersections and other locations.

There is a need to provide safe pedestrian access from the residential blocks to other locations such as the High School and employment areas west of Route 1. Maintaining street trees and tree planting programs are also important to the quality of life. The condition of streetscapes varies throughout the neighborhood and consistent treatment will help improve the neighborhood identity and visual cohesiveness.



*Spruce Street* which runs east/west, provides access to the areas west of Route 1. The street is one way westbound from Washington to Heard and then becomes two way between Heard and Sixth. Parking is allowed on the north side of the road east of Heard Street. This street contains neighborhood businesses on the corners of

Addison and Blossom streets and is heavily trafficked.

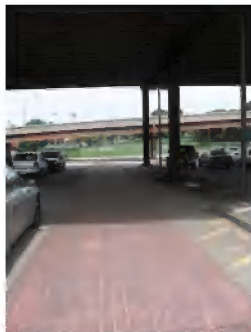
Spruce Street was reconstructed in 1997/1998 including new sidewalks, full depth reconstruction of the roadway, replacement of the water main and portions of the combined sewer. More recently, the westbound portion of Spruce Street near Sixth Street was reconstructed and widened. These improvements include separation of storm sewer, some water main replacement, roadway and sidewalk reconstruction, installation of a traffic signal at Spruce and Sixth and widening the roadway between Sixth and the commuter rail line including a traffic signal.

Additional improvements are planned to extend into the neighborhood easterly to Blossom Street. These improvements should be designed to retain the existing street width to the extent possible to reinforce the residential scale of the neighborhood while still providing adequate access to the redevelopment parcels. The reconstruction should also incorporate streetscape improvements such as street trees, pedestrian scale lighting, crosswalks and way finding signs. There are no stop signs on Spruce Street which can lead to confusion by motorists and pedestrians as most other neighborhood streets have four way stop signs. Traffic calming measures are needed along Spruce Street which is heavily travelled.

*Carter Street* forms the northern boundary of the Residential Blocks and is used by residents and non residents to travel to and from Route 1. This street is also the primary pedestrian connection used by neighborhood children to reach the Chelsea High School



located across Route 1 to the south. The street is a one way westbound street with sidewalks on both sides and on street parking on the northern side of the street. Pedestrian access along Carter to the High school needs to be improved as described further in the Transition Area below.



*Addison Street* also experiences heavy traffic as it is the only street providing eastbound access to the neighborhood from Route 1 at the Carter Street ramp. The street is one way in an east bound direction with parking on the south side. The Blossom Street sidewalk approaching Carter Street is incomplete. Providing a sidewalk and streetscape improvements in this area would significantly enhance this area which is a major pedestrian connection between the neighborhood and the adjacent High School and DCR pool.

There is a desire to maintain the urban form of the residential blocks. While there are some buildings that are out of scale such as the Buckley Apartments, for the most part the structures are complementary. Buildings are typically two to three stories in height and set on or near the street edge.

There are several attached two to three story attached row houses in the neighborhood as well. The area is densely developed and only a few parcels are currently vacant.



Parking supply is an issue in the residential blocks that is aggravated by the conversion of residences into multi-family units. The City should discourage allowing additional units unless parking is provided. Areas where neighborhood parking (year long or seasonal) could be provided would help alleviate this problem as well as enforcement of existing parking rules.

The existing commercial uses found within the residential blocks should be retained and the structures should be maintained in good repair.

Open and/or green spaces are sorely lacking in the Residential Blocks and efforts should be made to secure land for such purposes.

Residential areas suffer from a lack of open space amenities and recreational opportunities. The community's quality of life could be significantly improved by transforming underutilized existing lots into a series of well distributed small parks and open spaces that encourage residents to venture out of their homes and socialize. There are some vacant and/or underdeveloped parcels that could be redeveloped as infill residential or open space parkland use. The current zoning designation which is R2 requires a lower density of housing that could preclude such redevelopment by right.

### Transition Area

The southwestern portion of the neighborhood is an area in transition. Route 1 forms the westerly boundary of this area and the commuter rail station is located here on the corner of Sixth and Arlington Street. This area is located in the Everett Avenue Urban Renewal District and some of the

parcels have already been designated for redevelopment including the publicly owned JPI site (Block 10) and the privately owned Chelsea North (Block 9) site. Historically this area contained industrial buildings and commercial operations. Some of these uses such as the Summit Press company are still in operation.



The vacant parcels in this area are poorly maintained. Many of the existing buildings are also in need of repair.



The vacant, so called “motorcycle building” on the corner of Sixth and Spruce will be demolished within the next few months which will remove an eyesore from this area. Temporary landscape improvements will enhance the appearance of this area.





As noted, the Newburyport/Rockport commuter rail station is located in this area which would benefit from additional landscaping and seating areas. Bus Route #112 travels along Sixth Street, Arlington Street and Everett Avenue along the southern portion of the study area.

The potential to extend Sixth Street to Bryson Street and relocate the Route 1 on ramp closer to the existing highway structure should be explored as a means to calm traffic, create improved development parcels and develop new open space opportunities. Designs for improvements to Sixth Street (as well as Maple and Heard Streets) were developed as part of the JPI development plans. The City should work with the future developers of these sites to encourage participation in these important public realm improvements.

The build out of the urban renewal parcels should also be carefully designed. Some of the design goals that should be considered are listed below and described in more detail in Appendix 3, Plan Implementation Measures:

- Sustainable design
- Provide similar scaled doors, entries and yards as existing residences along Spruce and Heard Streets
- Place loading and/or parking access on Sixth Street

- Enhance views of the development from Route 1
- Place higher buildings along Route 1
- Place parking underground if economically feasible
- Create open spaces at Carter/Blossom and Spruce between Sixth and Heard
- Work with Massachusetts Highway Department to re-locate Sixth Street and Route 1 on ramp and provide a greenway in the area between these two roads

Possible Alternative Massing Diagrams for the build out of this area are provided at the end of this section.

### Transition Area Gateways

The Gateways to the neighborhood in the Transition Area will serve to both signal entrance to the neighborhood and provide a transition between the future development of this area and the adjacent Residential Blocks.

### Carter and Blossom

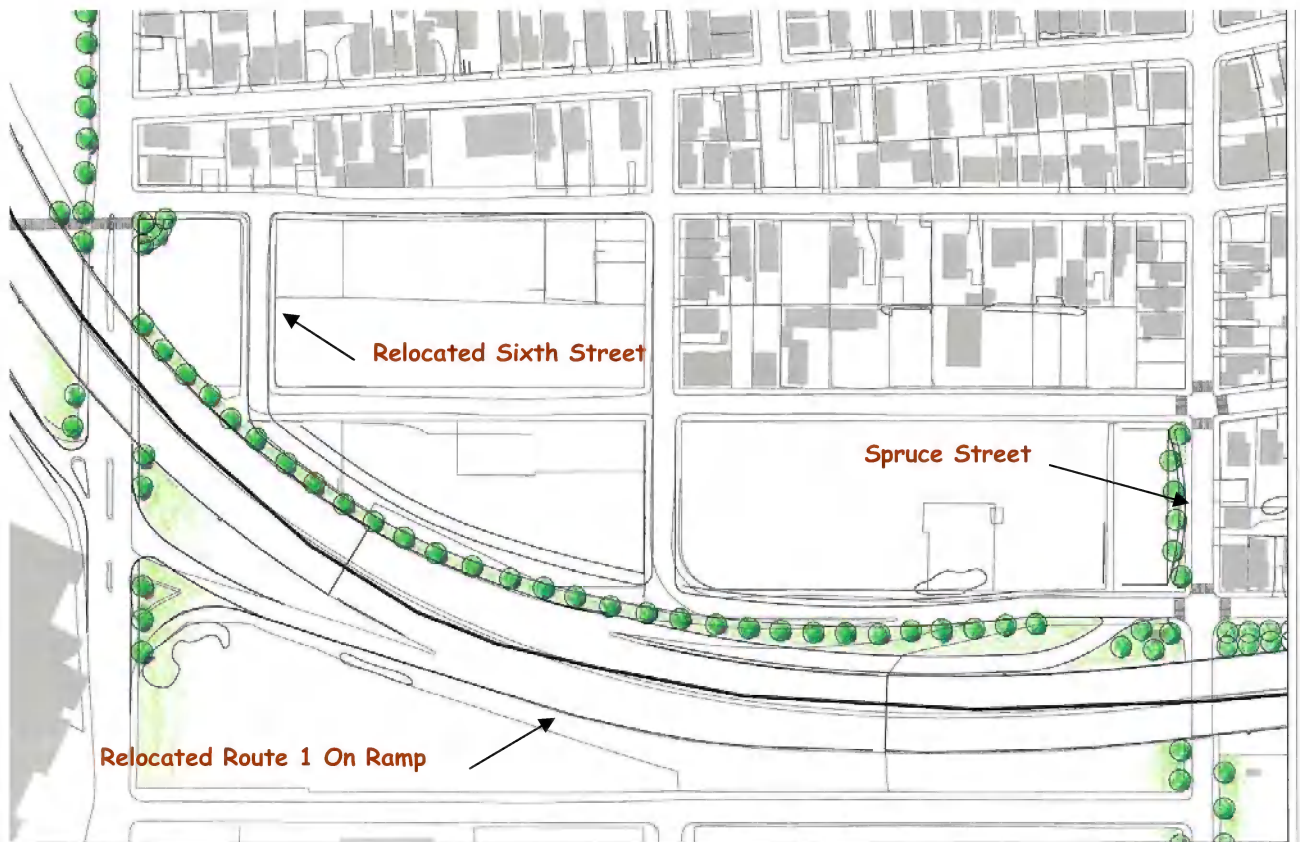
The Carter and Blossom Gateway serves as an important link between neighborhood children and the High School/DCR pool facility as well as visitors from Route 1. The introduction of green spaces and improved pedestrian crossings is important in this area. Reconstruction of Blossom Street with a streetscape vocabulary consisting of curb, sidewalk, street trees and street lighting would enhance the entry to the neighborhood from Carter Street and provide an attractive and safe connection between the neighborhood and the school for students.



### Spruce and Sixth

The Spruce Street improvements that have recently been completed south of Sixth Street improved the visual appearance and pedestrian safety in this area. These improvements will be continued north to Blossom Street which will enhance the Gateway in this location.

The potential to create additional landscaped and green areas in this location will significantly enhance the visual environment and improve the pedestrian experience. The future relocation of Sixth Street and the Route One on ramp could create additional green buffers and a potential walking/biking trail along Sixth Street. The Plane Trees that have been planted along the south side of Sixth Street west of Spruce should be planted along the remainder of Sixth Street along Route One. If possible a green landscaped area or small pocket park should be created on Spruce Street between Sixth and Heard similar to the space shown on these photographs.

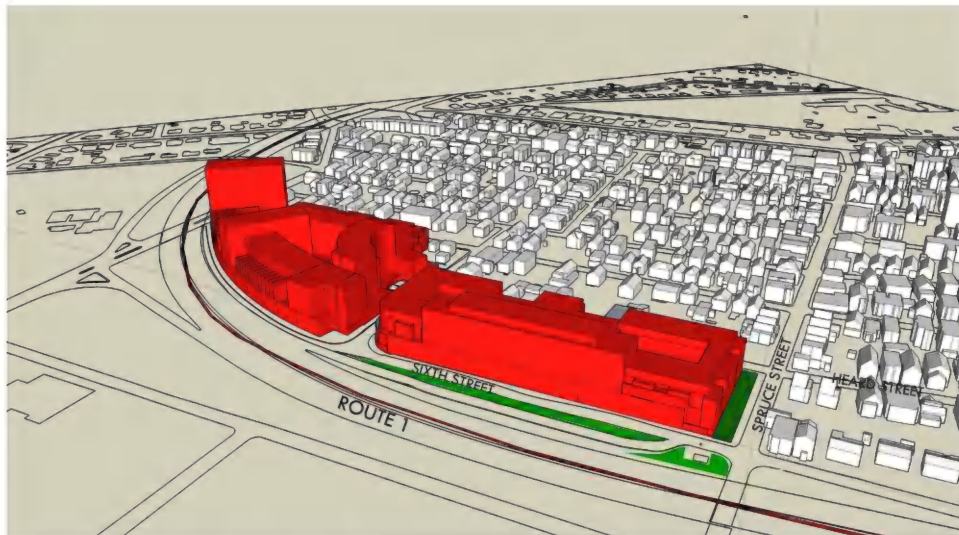
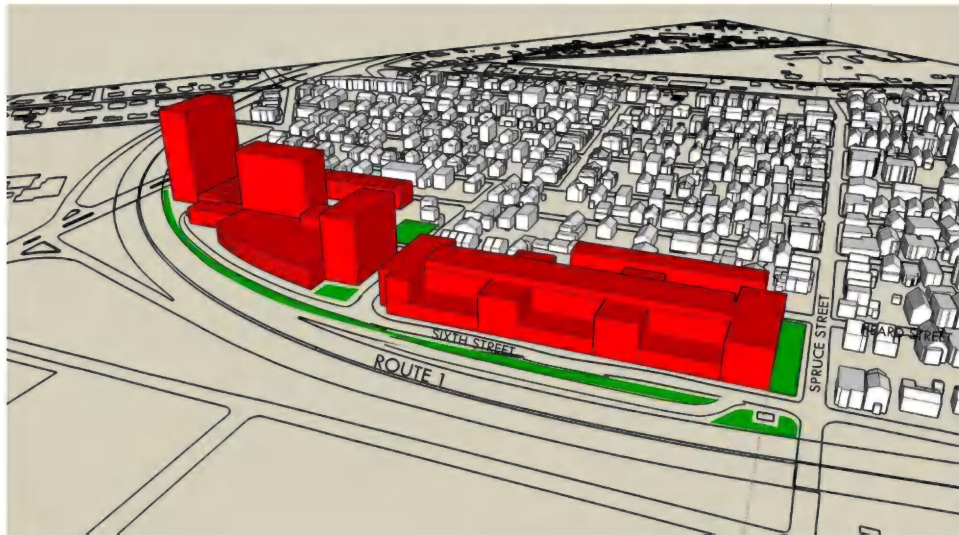
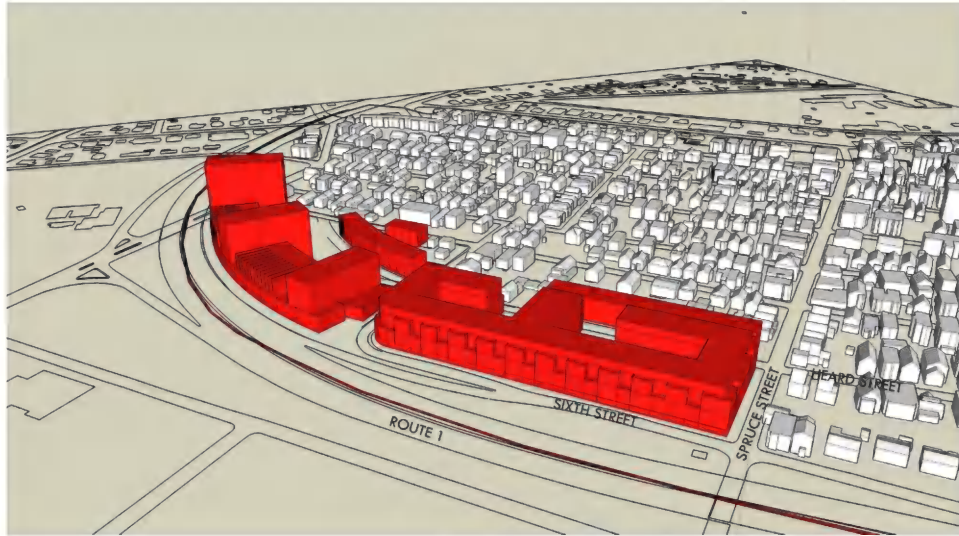


**Relocation of Sixth Street & Route 1 On Ramp/Open Space at Spruce Street  
Spruce/Sixth Street Green Space**





**Rendering of Spruce/Sixth Street Green Space**



**Alternative Massing Diagrams Urban Renewal Parcels Looking**



## Addison Orange Neighborhood Vision Plan



## 4 Implementation

Following the community visioning process described in Chapter 2, a Draft Neighborhood Stabilization Plan was developed with optional strategies/actions for implementing the community vision. A Community Meeting was held to solicit further comments on the plan options. Based on public comments, a Draft Plan was developed and reviewed by the Office of Planning and Development and the Advisory Committee. The Plan was then revised and presented as a Final Plan for adoption by the Planning Board in August of 2009. The Plan was adopted and submitted to the state Department of Housing and Community Development.

The following paragraphs provide a summary of the major recommendations of the Planning Study and Recommended Implementation Measures.

### Planning Recommendations

#### 1. Neighborhood Character and Identity

A major community desire is to improve the overall neighborhood appearance by eliminating debris and litter, increasing street sweeping and enforcing building and health code regulations. Recommendations to achieve this goal include:

- Encourage residents to properly maintain their properties
- Strategic placement of trash receptacles

- Regular program for street sweeping and litter removal
- Enhanced code enforcement to reduce overcrowding and ensure compliance with health and safety codes
- Improved public awareness of public health and safety code requirements

#### 2. Transition Area Redevelopment

A large portion of the Study Area is comprised of vacant parcels that are part of the larger Everett Avenue Urban Renewal District. The redevelopment of these parcels has the potential to provide a catalyst of neighborhood stabilization and the implementation of significant public realm and gateway improvements. To ensure that such redevelopment results in anticipated positive results and does not create adverse impacts on the community, the following recommendations are suggested:

- Encourage residential development with possibly a small retail component
- Create design guidelines for new development, encouraging sensitivity to sustainability, neighborhood scale, open space needs and activity patterns
- Encourage developers to partner with City to undertake public realm improvements along adjacent street and to create some landscaped/green spaces at the gateways
- Require participation in City's Affordable Housing Program (on site or payment to Affordable Housing Trust)



### 3. Gateways

There are four major Gateways to the neighborhood which provide an opportunity to strengthen both the identity and visual appearance of the neighborhood. The Gateways include the intersections of Washington and Heard, Washington and Carter, Carter and Blossom, and Sixth and Spruce. Cary Square is also an important area of the neighborhood. Recommended improvements to the Gateways and Cary Square include:

- Install signage identifying the neighborhood
- Create consistent streetscapes
- Enhance the pedestrian environment and traffic safety with intersection improvements
- Install landscaping and public art
- Reconstruct Washington street as well as other streets in poor condition primarily located in the Transition Area
- Plant street trees to soften urban street edges, improve air quality, and temper weather conditions. Properly care for and prune street trees to ensure healthy growth and to avoid creating nuisance
- Create consistent streetscapes on Carter, Sixth, Spruce and Washington Streets to create a defined “neighborhood threshold” and “neighborhood heart”
- Improve/enhance neighborhood Gateways at Carter / Washington; Heard / Washington; Spruce / Sixth and Cary Square
- Require adequate off-street parking for new residential development (including conversions)
- Enforce existing parking regulation
- Traffic Calming such as raised crossings

### 4. Public Realm

Improving the physical condition and visual appearance of the public realm will significantly improve the quality of life in the neighborhood and enhance community identity. Recommended public realm improvements include:

#### Streets and Parking

- Make infrastructure improvements to enhance pedestrian safety on key streets such as Washington, Spruce and Carter. Consider enhancing crosswalks using a decorative asphalt striping product such as ‘Dura Therm’ manufactured by “Integrated Paving Concepts/Street Print”
- Ensure continuous maintenance, upkeep and repair of streets and sidewalks

#### Public Transit

- Enhance pedestrian connections and way finding to the commuter rail station
- Improve site conditions by landscaping and provision of street furniture such as benches, bike racks, trash cans
- Provide parking
- Provide additional bus stop shelters and improved loading/offloading areas at critical intersections

## 5. Open Space and Recreation

There is a need to provide additional open space opportunities in the neighborhood and a community desire to create a youth center and/or outdoor youth activities. Suggested open space and recreation improvements include:

- Community garden(s)
- Pocket parks
- Green space/additional landscaping
- Large, more central green space
- Recreational facilities for youth such as skateboard or bike path
- Wider sidewalks and small plazas at Cary Square to support cafés, additional trees and seating
- A linear, green, multi-use path connecting Spruce Street to Carter Street along the east side of Sixth Street
- Youth Center/Programs

## 6. Housing

Maintaining safe and decent housing, encouraging stable tenancy and stabilizing property values are important goals for the neighborhood. Specific recommendations include:

- Increase Home Ownership Opportunities
- Continue to offer assistance in preventing foreclosures
- Expand efforts to acquire, rehabilitate and ensure stable ownership of foreclosed properties
- Establish new resources to encourage housing rehabilitation
- Improve Code Enforcement
- Target foreclosed property acquisition and housing rehabilitation funds to high impact areas of the neighborhood

## 7. Public Safety

It is important for residents and neighborhood quality of life to maintain public safety in the neighborhood. Public safety suggestions include:

- Traffic calming
- Code enforcement
- Increased Police presence
- Adequate tree maintenance to ensure appropriate sidewalk lighting levels

## 8. Community Organization

Organizing the neighborhood through a neighborhood association or comparable entity will allow residents to better coordinate, advocate for, and help undertake the improvements necessary to achieve the neighborhood vision. Such a group would complement the existing community organization, Neighbors Against Blight (NAB) that undertakes neighborhood walks and reports to the City Council.

Likewise the creation of a Cary Square business association or Main Street Program has the potential to strengthen the economic vitality, improve the appearance, and increase neighborhood use of this important neighborhood asset. The Main Street program is discussed as a long-term implementation measure under Cary Square below.



## Implementation Measures

The short and long term implementation measures required to achieve the Neighborhood Vision are described below.

### 1. Neighborhood Character and Identity

<b>Neighborhood Cleanliness</b>	<ul style="list-style-type: none"> <li>Encourage residents to properly maintain and upkeep properties.</li> <li>Remove trash and litter on a daily basis from public streets and sidewalks.</li> <li>Coordinate street sweeping schedule for day after weekly trash collection.</li> </ul>
<b>Cary Square</b>	<ul style="list-style-type: none"> <li>Develop a façade improvement program. Install solar powered trash receptacles, maintain gas lights.</li> </ul>
<b>Transition Area</b>	<ul style="list-style-type: none"> <li>Demolish blue motorcycle building</li> <li>Remove debris and litter and repair/remove deteriorated fencing from vacant parcels.</li> <li>Where possible plant natural grasses or other sustainable interim landscaping measures on vacant parcels.</li> </ul>
<b>Residential Blocks</b>	<ul style="list-style-type: none"> <li>Enforce public health and safety codes.</li> <li>Encourage infill development of vacant parcels which could be in the form of new housing, open space or parking.</li> <li>Encourage property owners to reduce amount of paving required for parking areas/access to parking areas and to install landscaping to soften the appearance of such paved areas.</li> </ul>
<b>Adopt an Island</b>	<ul style="list-style-type: none"> <li>Create an “adopt an island” program and encourage local business participation.</li> </ul>
<b>Spruce Street Pilot Program</b>	<ul style="list-style-type: none"> <li>Develop a Pilot Program to implement on Spruce Street that entails many of the suggestions found in this plan including street/sidewalk reconstruction, street tree planting, traffic calming, code enforcement, police presence, foreclosure prevention etc.</li> </ul>
<b>Signage</b>	<ul style="list-style-type: none"> <li>Provide welcoming “Addison Orange” signs at Gateways and way finding signs along streets that provide strategic pedestrian connections.</li> </ul>

### 2. Transition Area

<b>Redevelop Areas</b>	<ul style="list-style-type: none"> <li>Develop final design guidelines and coordinate with prospective developers of the urban renewal parcels to test the design guidelines.</li> <li>Work with local developers to get projects moving.</li> </ul>
<b>Public Realm Improvements</b>	<ul style="list-style-type: none"> <li>Encourage developers of urban renewal parcels in Transition Area to participate in reconstruction of Blossom, Sixth and Heard Streets.</li> <li>Work with the Massachusetts Highway Department to reconfigure their salt storage area, demolish the small building and re-align the Sixth Street on ramp closer to the Route 1 highway structure.</li> <li>Extend Sixth Street to Bryson Street to improve access in this area.</li> </ul>

### 3. Gateways

Washington/ Carter	<p><b>Short Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Washington/Carter Phase 1 Intersection Improvements</i> - Incorporate the intersection improvements described in Chapter 3 including bump outs and crosswalks into the Washington Avenue reconstruction design plans.</li> <li>▪ <i>Washington/Carter Signage</i> - Install an Addison Orange Neighborhood sign and perhaps a “Welcome to Chelsea” sign at the Carter/Washington Avenue Gateway.</li> <li>▪ <i>Washington/Carter Public Viewing Area</i> - Determine feasibility of providing seating on the southern side of the bump out proposed in one of the suggested intersection improvements to allow viewing of the Boston Skyline.</li> </ul> <p><b>Long Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Washington/Carter Phase 2 Intersection Improvements</i> - Work with the Massachusetts Highway Department to install a landscaped traffic island and textured or raised crosswalks on the Route 1 overpass at Carter/Washington Street intersection.</li> </ul>
Washington/ Heard	<p><b>Short Term</b></p> <ul style="list-style-type: none"> <li>▪ Pursue street tree planning south of Study Area on Washington Avenue to Broadway to improve Gateway.</li> </ul> <p><b>Long Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Public Art</i> - Work with local artists and owner of the fences above the rail line to determine feasibility of creating a public art installation on or along the fence. Work with Urban Arts to identify funding and solicit an artist.</li> <li>▪ <i>Lighting</i> - Install Gateway Lighting fixtures at intersection in conjunction with mural.</li> </ul>
Spruce and Sixth	<p><b>Short Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Signage</i> - Design and install Gateway signage.</li> <li>▪ <i>Spruce Street Reconstruction</i> - Complete Spruce Street reconstruction project south of Sixth Street/ remove construction debris and equipment.</li> </ul> <p><b>Long Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Gateway Landscaping</i> - Work with developers of urban renewal parcel on Heard and Spruce to determine feasibility of creating a landscaped area/pocket park near the intersection of Spruce and Sixth Street to serve as a gateway when approving the neighborhood from south of Route 1.</li> </ul>



3. Gateways (continued)

	<ul style="list-style-type: none"> <li>Encourage planting of buffer street trees along Route 1 viaduct similar to the Plane Trees planted south of Spruce Street.</li> </ul>
<b>Carter and Blossom</b>	<p><b>Short Term</b></p> <ul style="list-style-type: none"> <li><i>Signage</i> - Design and install Gateway signage.</li> <li><i>Pedestrian Crossing</i> - Add a crosswalk across Carter Street connecting to the southwest corner of Blossom Street.</li> </ul> <p><b>Long Term</b></p> <ul style="list-style-type: none"> <li><i>Landscaped Area</i> - Work with developers of urban renewal parcel on the Sixth/Heard/Blossom block to determine feasibility of creating a landscaped area/pocket park along Carter and Blossom to improve pedestrian safety and the public realm.</li> <li><i>Streetscape Improvements</i> - Develop streetscape improvements that will improve neighborhood connections to the playing fields and the DCR pool and recreation area at the nearby High School property.</li> </ul>
<b>Cary Square</b>	<p><b>Short Term</b></p> <ul style="list-style-type: none"> <li><i>Signage</i> - Design and install a “Cary Square” sign. Create banners to install in Cary Square during special events.</li> <li><i>Outdoor seating</i> - Encourage additional outdoor sidewalk cafes. Install seating.</li> <li><i>Intersection Improvement Design</i> - The conceptual analysis of the Cary Square intersection developed for the City in 2008/2009 should be updated to include the improvements proposed in the short term Intersection Concept Plan included in Chapter 3 of this report. The project should include reducing the traffic lane width by installing bump outs, installation of new crosswalks and removal of existing traffic signals and signage as necessary.</li> <li><i>Intersection Improvement Implementation</i> - Secure Funding and construct Cary Square short term 1 intersection improvements noted above.</li> <li><i>Bus speeds</i>- Reduce speed of transit buses through Cary Square and along Washington Avenue with traffic-calming intersection improvements.</li> </ul>

3. Gateways (continued)

<p><b>Cary Square (continued)</b></p>	<ul style="list-style-type: none"> <li>▪ <i>Neighborhood Business Zoning District</i> - Because the area is zoned for Residential 2, new business uses are not allowed except under grandfathering clauses. The City should create a neighborhood business zoning district in this area that encourage mixed uses with retail/restaurant type uses on the ground floor and office/residential uses on the upper floors. The zoning should require new development to be constructed along the street edge with parking provided either in the rear or along one side of proposed structures.</li> <li>▪ <i>Taxi Building</i> - The vacant taxi building presents an unappealing and poorly maintained structure that diminishes the visual appearance and vitality of the area. The City should work with the property owners to identify uses and encourage the redevelopment of the building into a mix of uses. Suggestions for reuse by community members include and retail, community center or branch library use or parking at the Taxi site.</li> <li>▪ <i>Tudor Garage Site</i> - The City currently has a tax lien on this property. Should the City acquire this property, it should be redeveloped as a neighborhood parking lot. The design of the lot should include significant landscaped and seating area along Washington Street as described in Chapter 3. Another option is to develop a basketball court at the site that can also be used for winter parking or used for basketball during the day and parking at night controlled with gates to prevent vehicle access during the day.</li> <li>▪ <i>Temple Emmanuel</i> - The Temple Emmanuel property located at the intersection of Cary and Gardner contains a large lawn area that has potential for redevelopment as an open space area, community garden or other use. The City should engage in conversations with Temple representatives to explore the possibility of creating a future “public” use of this area.</li> <li>▪ <i>Street Trees</i> - Prune and better maintain existing street trees to enhance their visual appeal and health.</li> </ul>
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### 3. Gateways (continued)

	<p><b>Long Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Cary Square Phase 2 Intersection Improvement Design and Funding</i> – Should the property located at the corner of Forsyth and Gardner ever come up for sale, the City should investigate the feasibility of re-designing the Cary Square intersection to terminate Gardner Street into Forsyth Street and allow the creation of extended plaza adjacent to the Temple Emmanuel property. If determined feasible, the City should seek funding to acquire the property and construct the Long term intersection improvements.</li> <li>▪ <i>Business Organization</i> - Encourage the creation of a business organization or Main Street program for Cary Square. This organization would work to promote the commercial area; organize special events; help maintain the cleanliness and attractiveness of the square; and work with residents/neighborhood association to attract desired type businesses. Similar to those in Boston and other urban areas, a “Main Street” program could be implemented using the 4-point framework developed by the National Trust for Historic Preservation to improve and manage the commercial district.</li> <li>▪ Establish a storefront improvement program that provides financial incentives for businesses and property owners to improve the design and attractiveness of their facades.</li> </ul>
<b>Streets and Sidewalks</b>	<p><b>Short Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Speeding</i> - Strict enforcement of speed limits on Washington Street should occur including bus speed.</li> <li>▪ <i>Washington Avenue Reconstruction Design</i> - Finalize design and construction documents. Incorporate Carter/Washington Street intersection improvements into design (see Carter/Washington Street below). The proposed reconstruction of Washington Avenue should include provisions to decrease the height between the road surface and sidewalks to improve pedestrian access. Traffic calming methods such as providing the suggested bump outs and/or raised crossings and patterned crosswalks (such as “Dura Therm”) should also be included in the final design plans.</li> <li>▪ <i>Washington Avenue Reconstruction Funding</i> - Identify Funding Sources and Fund reconstruction of Washington Avenue reconstruction project.</li> </ul> <p><b>Long Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Washington Avenue Reconstruction</i> - Reconstruct Washington Avenue from Heard to Carter (see Gateways below).</li> </ul>



#### 4. Public Realm

<b>Streetscape Improvements</b>	<p><b>Short Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Spruce to Blossom Reconstruction</i> - Modify Spruce Street reconstruction design to minimize the extent to which this section of the street must be widened to accommodate access to the urban renewal parcels (rather than the full widening constructed south of Sixth).</li> <li>▪ <i>Crosswalks</i> - Replace existing crosswalks where needed on Washington, Spruce and Carter with striping product similar to “Dura Therm” using a custom pattern that will be unique to the neighborhood.</li> <li>▪ <i>Street Trees</i> - Provide additional street trees on Bloomingdale, Orange, Addison between Carmel and Washington Street. Prune and maintain existing street trees.</li> </ul> <p><b>Long Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Street Reconstruction</i> - Reconstruct Blossom, Sixth and Heard Streets (See Transition Area above).</li> <li>▪ <i>Consistent Streetscape</i> - Expand the streetscape elements of Cary Square along Washington Ave north to Spruce, along Spruce to Sixth, along Sixth back to Washington and to Cary Square.</li> </ul>
<b>Pedestrian Connections/Traffic Calming</b>	<p><b>Short Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Residential Blocks</i> - Create attractive connections to other neighborhoods with the landscape and streetscape enhancements proposed at the Gateways. Utilize streetscape elements such as signage, lighting, landscaping, paving, and benches.</li> <li>▪ <i>Way-finding</i> - Install way finding signs on key streets including Washington Avenue, Carter Street, and Spruce Street.</li> <li>▪ <i>Raised Crossings</i> - Install raised crossings at the intersections of Orange and Blossom streets along Spruce Street as part of the Spruce Street Pilot Project.</li> <li>▪ <i>West of Route 1 Connections</i> - Improve and reinforce pedestrian connections to employment centers and the MBTA Commuter Rail Station – through the proposed Gateway enhancements, plus improvements along Sixth Street. Such improvements to include consistent sidewalk paving, lighting, landscaping and crosswalks.</li> </ul>

4. Public Realm (Continued)

<p>Pedestrian Connections/Traffic Calming</p>	<ul style="list-style-type: none"> <li>▪ The Executive Office of Transportation's (EOT) Safe Routes to School program is considering intersection improvements near the Williams/Wright school to promote safe walking for students. One intersection being considered is at Sixth Street and Arlington Street, adjacent to the commuter rail station. If this project is selected by EOT for advancement and funding, it will improve pedestrian connections to the commuter rail as well as the school. The Safe Routes to School project is 100% federally funded.</li> </ul> <p><b>Long Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Carter Street Connections</i> - Most high school students use Carter Street to walk to Chelsea High School. Improved connections between Carter Street and Spruce Street are important including new street trees, better lighting, trash receptacles, bicycle racks, and permanent fixtures/flower pots. Improvements to Heard and Sixth streets anticipated with the new development in the Transition Zone will fulfill this need, as will the other streetscape and pedestrian crossing improvements identified in this plan.</li> </ul>
<p>Parking</p>	<p><b>Short Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Off Street Parking</i> - Identify parcels where neighborhood parking could be developed.</li> <li>▪ <i>Zoning Changes</i> – Reconsider Zoning Board of Appeals current policy of allowing conversion of structures that increase the number of residential units without requiring parking (parking should be required for any new residential units).</li> <li>▪ <i>Spruce Street Parking Pilot</i> – Undertake a pilot program on Spruce Street by alternating the side of the street where parking is allowed on each block to determine if traffic incidents are reduced and pedestrian safety is improved. Monitor the results of the pilot program.</li> </ul> <p><b>Long Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Tudor Garage Site</i> - Redevelop Tudor Garage site into shared parking lot that can also be used as a basketball court when not used for parking (see Cary Square discussion in Gateway section above).</li> <li>▪ Identify private funding to acquire/lease parcels to create neighborhood parking lot.</li> </ul>

4. Public Realm (Continued)

Public Transit	<p><b>Short Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Rail Station Facility Improvements</i> - Install Rail Safety Measures at Arlington/Sixth Street Intersection.</li> <li>▪ <i>Bus Stops</i> - Consider modifications to the Washington Avenue design plans to improve passenger loading/unloading on MBTA buses by reducing the height differential between the road and sidewalks and creating either bump outs or curb cuts for busses to pull over. Consider adding or updating bus shelters.</li> <li>▪ <i>Bus Station Locations</i> - Request the Massachusetts Bay Transit Authority to undertake a station consolidation study to update bus stop locations to support good traffic flow and pedestrian access especially in and around Cary Square.</li> </ul> <p><b>Long Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Commuter Rail Station Relocation</i> - Support the City's plans to re-locate the existing commuter rail station from its present location at Arlington and Sixth Street northerly. Ensure that way finding and safe pedestrian access from the neighborhood to the new station is provided.</li> </ul>
Urban Design	<p><b>Short Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Residential Blocks</i> - Ensure that any new infill development is of similar scale as the existing residences in the area, and meets design guidelines.</li> <li>▪ <i>Building Siting</i> - New buildings should be constructed along or near the street edge, with main entries facing the street and parking areas provided in the side or rear yards. Refer to design guidelines in Appendix 3.</li> </ul> <p><b>Long Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Design Standards</i> - Ensure that the design standards suggested in the Transition Area above are adopted by the City.</li> </ul>



## 5. Open Space and Recreation

Green Space/ Landscaped Areas	<p><b>Short Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Design Study</i> - Develop a design study to evaluate the creation of a linear buffer along Sixth Street/Route 1. The design should include a multi-use walking path/bike path.</li> <li>▪ <i>Landscaped Areas</i> - Encourage developers of urban renewal area to include landscaped areas along edge of Spruce Street between Sixth and Heard.</li> </ul> <p><b>Long Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Temple Emmanuel Property</i> - Work with Temple Emmanuel to determine if the City could secure a conservation easement or right of first refusal for the lawn area adjacent to the Temple building at the corner of Cary and Gardner Streets for open space use.</li> </ul>
Pocket Parks	<p><b>Short Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Washington Avenue Pocket Park</i> - Investigate the potential to acquire the vacant lot on the south side of Washington Avenue near Carter for a park (and possibly redevelop the two adjacent foreclosed buildings in conjunction with the park project).</li> </ul> <p><b>Long Term</b></p> <p><i>Identify Opportunities</i> - Identify opportunities to create four to six pocket parks throughout the Addison Orange district as locations become available at vacant lots or underutilized areas. The parks need not be extensive but should include discrete amenities such as benches, street trees, lighting and trash receptacles. The park programs should encourage residents to utilize outdoor open space in their neighborhood to socialize and recreate. Park activities should include a mix of passive and active recreational opportunities to serve a range of age groups and users.</p>
Youth Facilities	<p><b>Short Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Youth Programs</i> - Collaborate with Community Schools and/or Jordan Boys and Girls club to provide recreational programming and opportunities for neighborhood older youth at the Williams School facilities.</li> <li>▪ <i>Active Recreation</i> - Create a seasonal use basketball court at the Tudor Garage site.</li> </ul>

## 5. Open Space and Recreation (continued)

Open Space Connections	<p><b>Short Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Streetscape Improvements</i> - Encourage the development of streetscape improvements including landscaping to improve the pedestrian connections from the neighborhood to the Everett Avenue Urban Renewal District.</li> <li>▪ <i>Carter Street</i> - The Carter Street connection described earlier in the report illustrates a valuable open space connection to the open space areas adjoining the high school.</li> </ul> <p><b>Long Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Carmel Steps Extension</i> - Determine feasibility of securing an easement from private property owners in the future to extend Carmel Steps to Malone Park. Malone Park is a valuable open space resource that could serve as an open space amenity for the Addison Orange neighborhood with better connections.</li> </ul>
Open Space and Recreation Plan	<p><b>Short Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Plan Update</i> - Include the suggested open space and recreation measures outlined in this plan in the Open Space and Recreation Plan that is currently being developed.</li> </ul>
Open Space and Recreation Plan Grants	<p><b>Short Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Funding</i> - The City should determine which open space and recreation recommendations included in this plan would qualify for state grant funds and include in the FY 2011 grant application.</li> </ul>

## 6. Housing

<p>Foreclosure Prevention Services</p>	<p><b>Short Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Target Addison Orange for foreclosure preventions services by Chelsea Restoration Corporation (CRC).</i> As the neighborhood with the highest foreclosure rate, Addison-Orange should be a priority for foreclosure counseling and prevention assistance, especially help refinancing under the federal Making Home Affordable Program or securing a loan modification under lenders' own programs to reduce their mortgage costs.</li> <li>▪ <i>Marketing</i> Actively market these services and conduct outreach to homeowners in Addison-Orange.</li> </ul>
<p>First Time Homebuyer Program</p>	<p><b>Short Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Continue the first-time homebuyer program and use it to stabilize foreclosed single and two-family properties.</i> The Planning and Development Department (PDD) can work with CRC, local realtors and local lenders to target the existing first time homebuyer program to acquire, rehab and stabilize foreclosed properties in the neighborhood. This effort could use Mass Housing Partnership's enhanced Soft-Second program to make ownership more affordable and expand the pool of qualified home-buyers. Additional down payment or closing cost assistance could also be provided through city Community Development Block Grant (CDBG) funds. More active marketing of these properties to homebuyers would include maintaining an up-to-date inventory of foreclosed bank-owned properties and materials that show the benefits of acquiring a foreclosed property.</li> </ul>
<p>Housing Stabilization/ Land Banking</p>	<p><b>Short Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Partner with Chelsea Neighborhood Developers (CND) to acquire and rehab three-unit and larger foreclosed and abandoned properties.</i> Some of the larger foreclosed properties may be more feasible to acquire and develop through a non-profit developer as either condominiums or rental properties. This would help stabilize larger and more deteriorated properties that are too challenging for new home-buyers or unprofitable for long-term private landlord. CND has the experience and expertise to undertake these projects as well as access to state Neighborhood Stabilization Funds to help finance and subsidize these projects. Since these projects are challenging financially, it may be necessary to layer several subsidies to make them feasible.</li> </ul>



6. Housing (continued)

Targeted Code Enforcement	<p><b>Short Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Implement targeted code enforcement program in Addison-Orange to address health and safety code violations and reduce illegal apartments and overcrowding.</i> This effort is already underway using Inspectional Serviced Department (ISD) staff to actively inspect, fine and follow-up with properties violating city zoning, building, health and other ordinances.</li> <li>▪ <i>Public Outreach/Community Involvement</i> - Hold periodic community meetings to explain the initiative and seek information on problem properties and establishing a phone line or email address to report properties with clear violations.</li> </ul>
Housing Rehabilitation	<p><b>Short Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Funding</i> - Chelsea has applied for Neighborhood Stabilization funds under a multi-community consortium to acquire and rehab foreclosed properties with Addison-Orange as a target neighborhood. If this application is approved by HUD, these funds can support the city's partnership with CND discussed above and provide a dedicated resource to support their expansion into the Addison-Orange neighborhood.</li> </ul>
Emergency Fund	<p><b>Medium Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Establish a fund to help owner-occupant landlords address loss of rent and/or emergency repairs that may lead to foreclosure.</i> This reserve fund would help prevent foreclosures by helping the owner cover a short-term loss of rent or the cost of an emergency repair. The fund might be initially capitalized through a combination of CDBG funds and homeowner contributions (e.g., a fee paid by first-time home buyers assisted through local programs). Over time, it might be sustained through home-buyer contributions alone once its track record of payouts and benefits is established.</li> </ul>

6. Housing (continued)

Home Improvement/ Rehabilitation Program	<p><b>Medium Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Establish a home improvement/rehab program in conjunction with Revere or another community.</i> Due to weak demand during the housing credit boom, budget constraints and lack of staff, Chelsea and local non-profit organizations have stopped providing funding for home improvements. With many poorly constructed buildings, deferred maintenance and improvements from many high cost mortgages, and tighter credit, there is a need for alternative funding to help homeowners invest to rehab and maintain their homes in good condition. To reduce the costs and increase the scale of such program, Chelsea should work with Revere and/or other adjacent communities to establish and administer the program.</li> <li>▪ <i>Create a loan pool with capital from area banks to fund loans.</i> Banks would approve and service loans with the local governments using CDBG funds to buy-down the interest rate (allowing for a larger number of low-cost loans to be made) and provide staff to assist homeowners to scope repairs, identify a good contractor, apply for the loan and inspect the finished work</li> </ul>
Employer-Assisted Housing Program	<p><b>Medium Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Explore creating a program with large employers to help their employees buy homes in the Addison-Orange neighborhood.</i> Program would have two components: (1) home purchase financial assistance provided by employers; and (2) active marketing/delivery of homebuyer services/resources to company employees. Springfield Neighborhood Housing Services has created a successful program that can serve as model for Chelsea.</li> </ul>
Home Acquisition/Rehab	<p><b>Short Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Target home acquisition/rehab projects to streets or areas targeted for other improvements under the neighborhood strategic plan.</i> This recommendation would coordinate priorities for implementation of the housing component of the plan with other proposed physical improvements to maximize their impact. Part of the neighborhood targeted for open space, infrastructure and other improvements would, to the extent possible, also be targeted for housing activities to creative more comprehensive and visual changes to these areas. This could be most readily done for the code enforcement and acquisition/rehab of foreclosed properties.</li> <li>▪ <i>Housing Stabilization Areas</i> - Two areas have been designated for focusing housing stabilization in the neighborhood. The first area is between Washington Ave and Addison Street and bounded by Carmel Street and Carter Street to the north and south. The second area is adjacent to Cary Square and is bounded by Washington Avenue, Spruce Street and Orange Street.</li> </ul>

## 7. Public Safety

Health and Safety Codes	<p><b>Short Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Public Education</i> - Develop a public information brochure to inform/educate people about their responsibilities as a resident of Chelsea regarding trash enclosure/disposal, street shoveling, property maintenance, parking etc.</li> <li>▪ <i>Reporting</i> - Provide anonymous phone number to report crime, nuisances and code violations since retaliation and fear of retaliation is a problem.</li> <li>▪ <i>Code Enforcement</i>- The city's existing health and safety codes should be enforced on a regular basis. As part of the Spruce Street Pilot program, such enforcement should be targeted in an enhanced manner. Enforcement measures should address human and dog wastes, building code violations and building occupation.</li> <li>▪ <i>Property Liens/Fines</i> - Continue active collection of code violation fines by automatically placing a lien on properties when fines are not paid within 21 days of violation notice.</li> </ul>
Policing	<p><b>Short Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Police Presence</i> - As part of the Spruce Street Pilot Project, provide increased police presence on Spruce Street to reduce crime and enforce parking and traffic regulations.</li> <li>▪ <i>Crime Watch/Reporting</i> - Encourage more participating in walking the neighborhood at night, crime watch. Provide anonymous phone number to report crimes.</li> </ul> <p><b>Long Term</b></p> <ul style="list-style-type: none"> <li>▪ <i>Police Presence</i> - Introduce "police beats" as a pilot program in the neighborhood to encourage and increase public safety.</li> </ul>
Other	<ul style="list-style-type: none"> <li>▪ <i>Lighting</i> - Investigate the need to install lighting at Carmel steps.</li> </ul>



## **Appendix 1**

### **Community Data and Maps**

This appendix is composed of two part: Part 1 provides a summary of the Socioeconomic conditions in the Addison Orange neighborhood and Part 1 provides a series of maps developed as part o the planning process.

## Part 1 Addison-Orange Neighborhood Socioeconomic Profile

This profile is based on the 2000 U.S. Census of Population and Housing which is the most recent source of data for geographies below the city level. Since this information is almost a decade old, it is likely that current socioeconomic conditions will vary somewhat from the profile present below. The area for this profile is block groups 5, 6 and 7 of census tract 1605, which corresponds very closely to the Addison-Orange Neighborhood boundaries but does not include two areas: (1) the western edge bordered by Heard Street, Carter Street, Spruce Street and Route which has little population since it primarily consists of vacant and buildings in the Everett Avenue Urban Renewal district; and (2) the square block southwest of Cary Square bounded by Washington Avenue, Spruce Street and Bloomingdale Street.

Population. Addison-Orange is a diverse neighborhood with mostly renter households and a large foreign born population. The neighborhood had 3,692 residents in 2000, or 10.5% of Chelsea’s population of 35,080. These residents lived in 1,307 households with an average household size of 2.82 (just below the citywide average of 2.87) with 71% of households renting their home and 29% homeowners. Addison-Orange has a racially and ethnically diverse population with over 55.6% of Hispanic origin, 10.3% Black, 6% Asian and 8.7% bi-racial (See Table 1). Demographic data also confirms the neighborhood’s status as a “Gateway” community:

- 47% of the neighborhood (45.7%) is foreign-born
- 60% of immigrants entered the U.S. in 1990s and 26.5% entering during the 1980s<sup>1</sup>
- Addison-Orange resident are also are more likely to move with 61.5% living in a different home in 2000 than five years earlier (versus) 50% for the entire city

Addison-Orange has a large young population with 26% of its resident below 18 years old and another 30.4% between 18 and 34 years old (See Table 2). Elderly residents (65 or older) account for 9.5% of the population. As with other demographic characteristics, the age distribution of Addison Orange closely matches that for Chelsea.

<sup>1</sup> No block level data is available for their county of origin, but most foreign born residents in Addison-Orange are probably from Latin America, as 75% of Chelsea’s foreign born residents were from Latin America in 2000.

**Table 1**  
**Racial Composition and Hispanic Origin of Addison-Orange and Chelsea**

Racial or Hispanic Origin	Percent of Addison Orange Population	Percent of Chelsea Population
White	54.9%	57.4%
Black	10.3%	7.3%
Asian	6.0%	4.1%
Other Single Race	20.1%	23.9%
Two or More Races	8.7%	7.3%
Hispanic Origin	55.60%	48.80%

**Table 2**  
**Age Composition of Addison-Orange and Chelsea**

Age Group	Percent of Addison Orange Population	Percent of Chelsea Population
Under 18	26.3%	27.2%
18 to 24	12.4%	11.2%
25 to 34	18.0%	17.7%
35 to 44	17.0%	16.5%
45 to 54	11.0%	9.5%
55 to 64	5.9%	6.4%
65 and older	9.5%	11.4%

Income and Poverty. Addison-Orange, like Chelsea, is a moderate income community with relatively high poverty rates. The average 1999 household income for the neighborhood was \$45,175, 6% higher than Chelsea (\$42,576) but only 61% of the average income for the Boston metropolitan area. Addison-Orange also had a per capita income (\$15,592) that was higher than the city (\$14,628) but only 53% of the level for the Boston region (see Table 3). Chelsea and the Addison-Orange neighborhood have a high percent of the population, 23% living in poverty—a level that is 2.7 times higher than the 8.6% poverty rate for the Boston region.



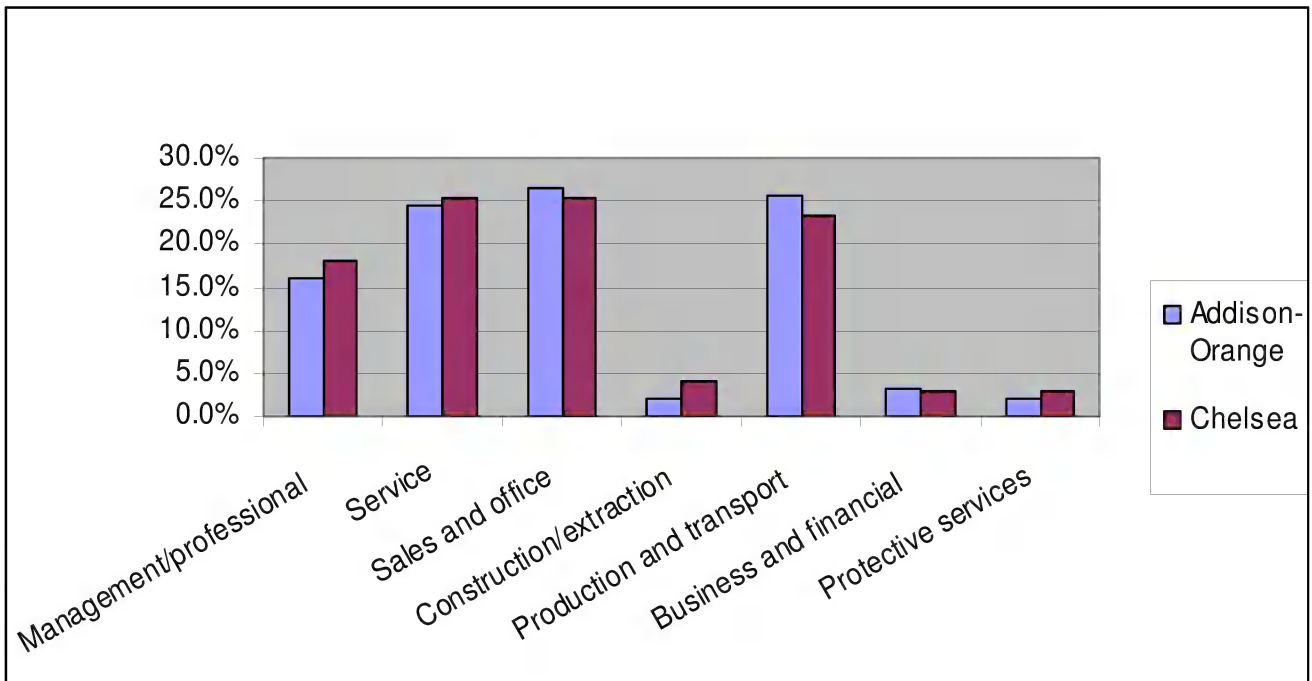
**Table 3**  
**Income and Poverty Rates for Addison-Orange, Chelsea and Boston Region**

	Addison Orange Neighborhood	Chelsea	Boston Primary Metropolitan Statistical Area (PMSA)
Average Household Income	\$45,175	\$42,576	\$74,110
Per Capital Income	\$15,992	\$14,628	\$29,227
Poverty Rate	22.5%	23.3%	8.6%

Educational Attainment and Employment. Addison-Orange residents who were in the labor force in 2000 primarily worked outside of Chelsea and in sales, service and blue collar occupations and industries. Just over one-in-five (21.2%) workers from Addison Orange were employed within Chelsea with another 38.2% working elsewhere in Suffolk County. Most workers, for both Addison-Orange and Chelsea, were employed in service, sales and production or transportation occupations during 2000. The primary industry sectors in which neighborhood residents were employed during 2000 were:

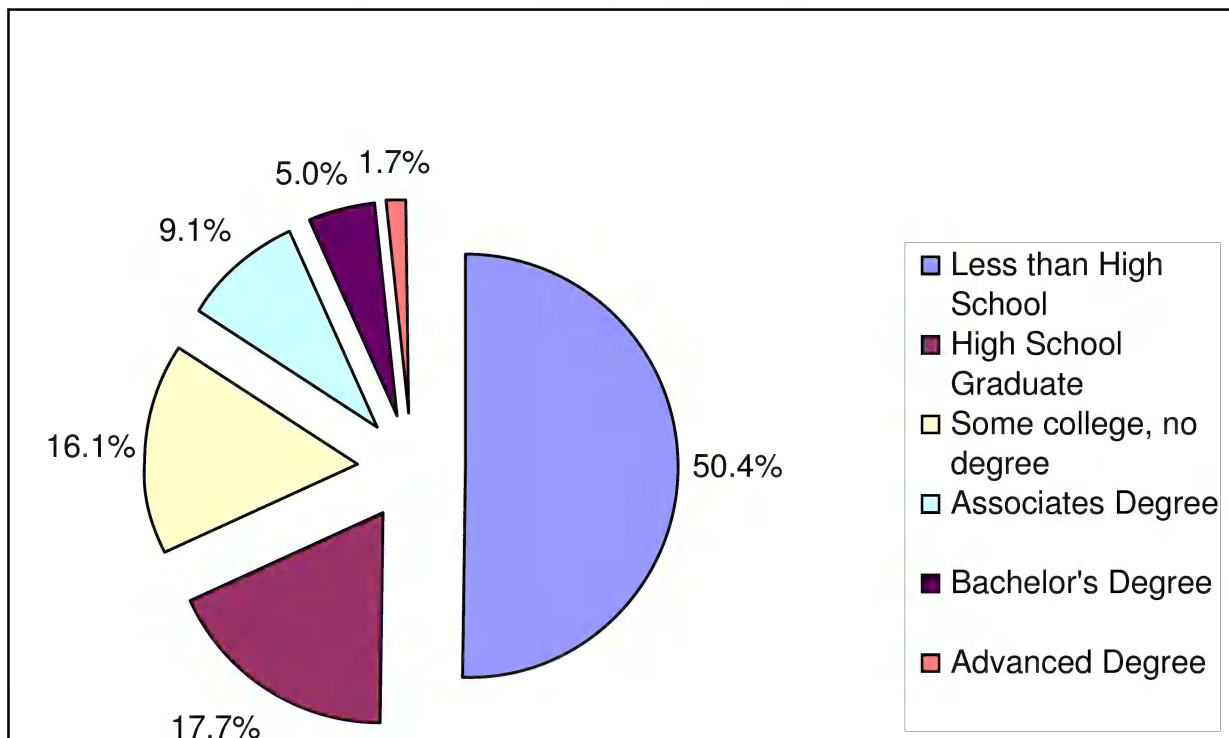
- Health Care, Education and Social Services (18%)
- Retail (13%)
- Transportation Warehousing, and Utilities (12%); and
- Manufacturing (11%)

**Chart 1 Occupational Mix, Addison Orange & Chelsea Workers, 2000**



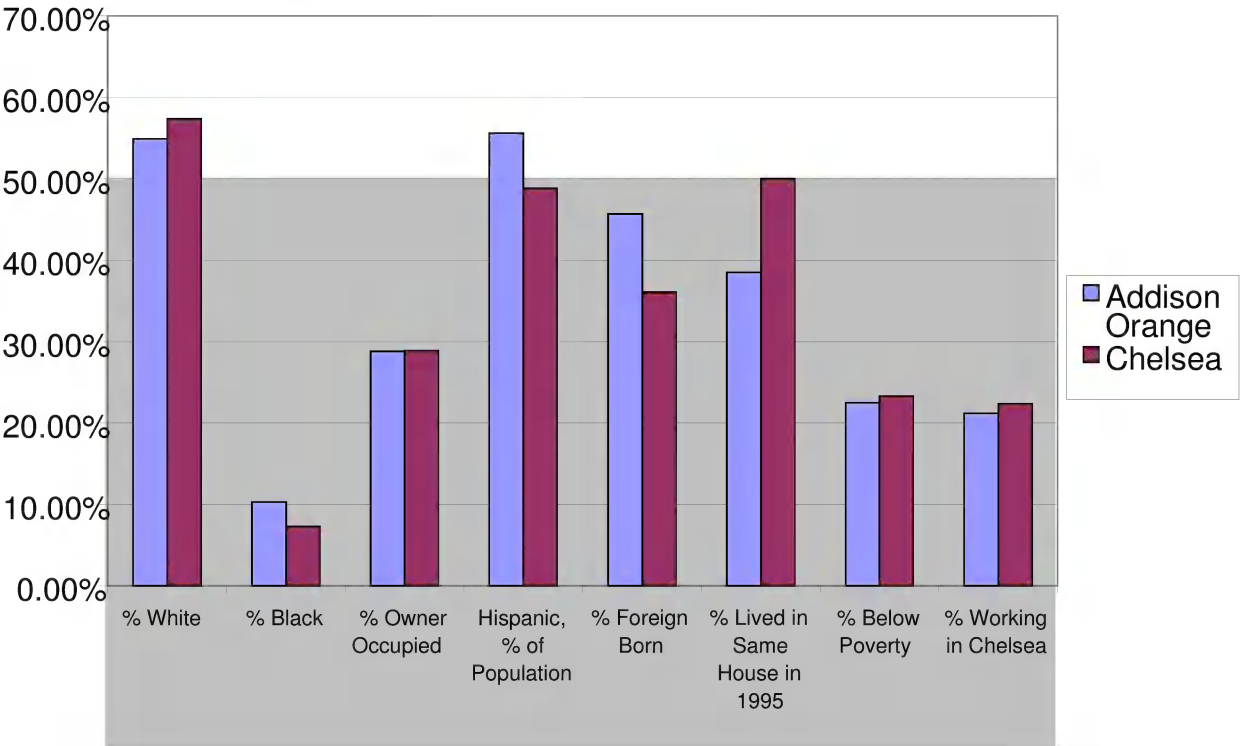
Educational attainment for Addison-Orange residents is quite low with a majority of residents lacking a high school diploma. As shown in Chart 2, over half of Addison –Orange adults 25 years or older had not completed high school in 2000. Another one-third had finished high school but lacked a college degree while fewer than one in six (15.8%) had an associate degree or higher. For the entire city, almost 60% of residents 25 or older had completed high school in 2000, but the share with an associate degree or higher was comparable at 15.2%.

**Chart 2 Educational Attainment, Addison Orange  
Residents 25 years or Older, 2000**



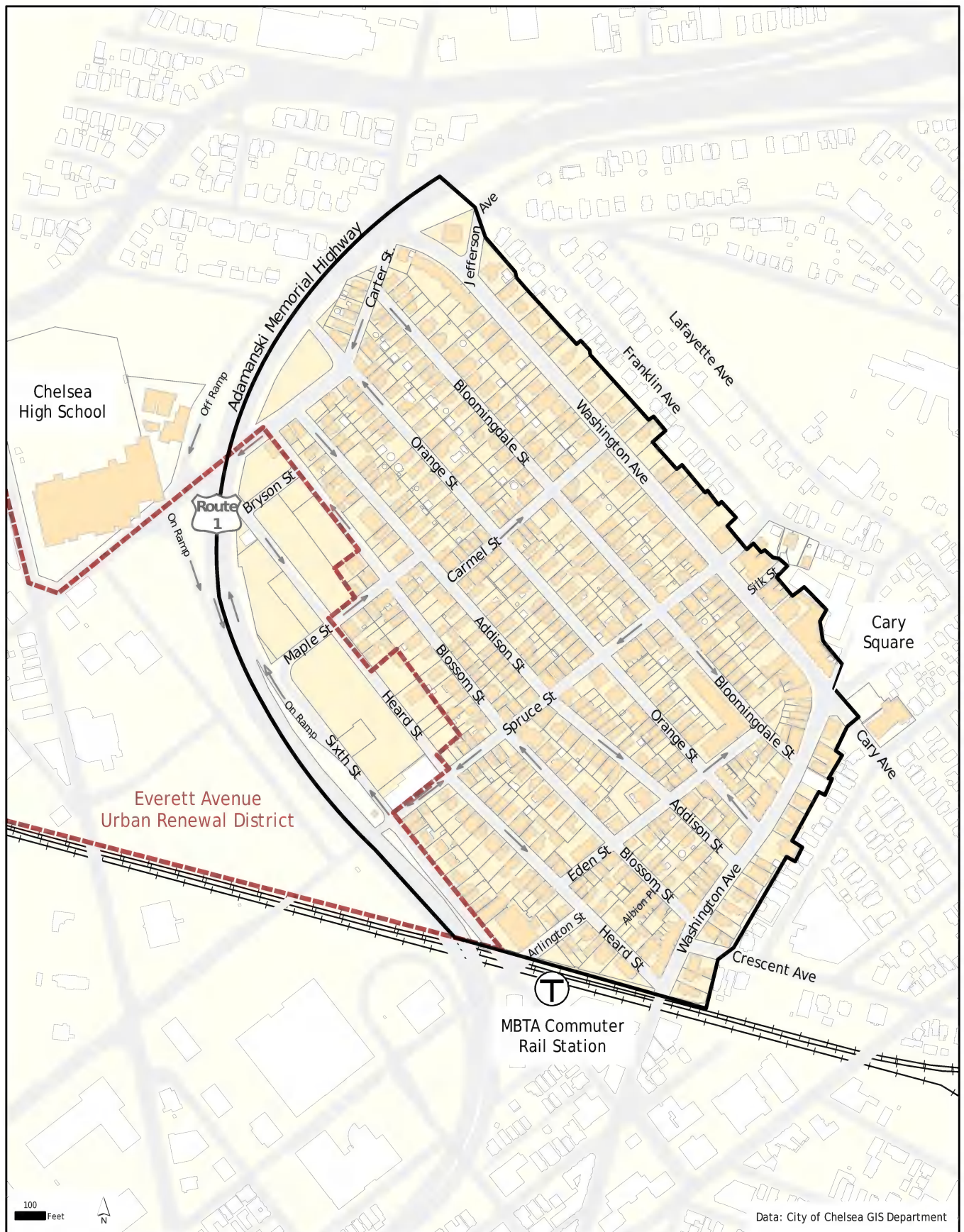
Comparison with Chelsea. Chart 3 compares the Addison-Orange to Chelsea for several important socioeconomic characteristic. In many ways, Addison-Orange is very similar to the entire City with almost equal homeownership rates, poverty rates and the share of workers employed within the city. It also has a similar age and occupational distribution. Addison-Orange differs from the Chelsea in its higher foreign born and Hispanic population and the higher incidence of residents moving with five years.

Chart 3 Addison Orange & Chelsea, Population Characteristics, 2000 Census



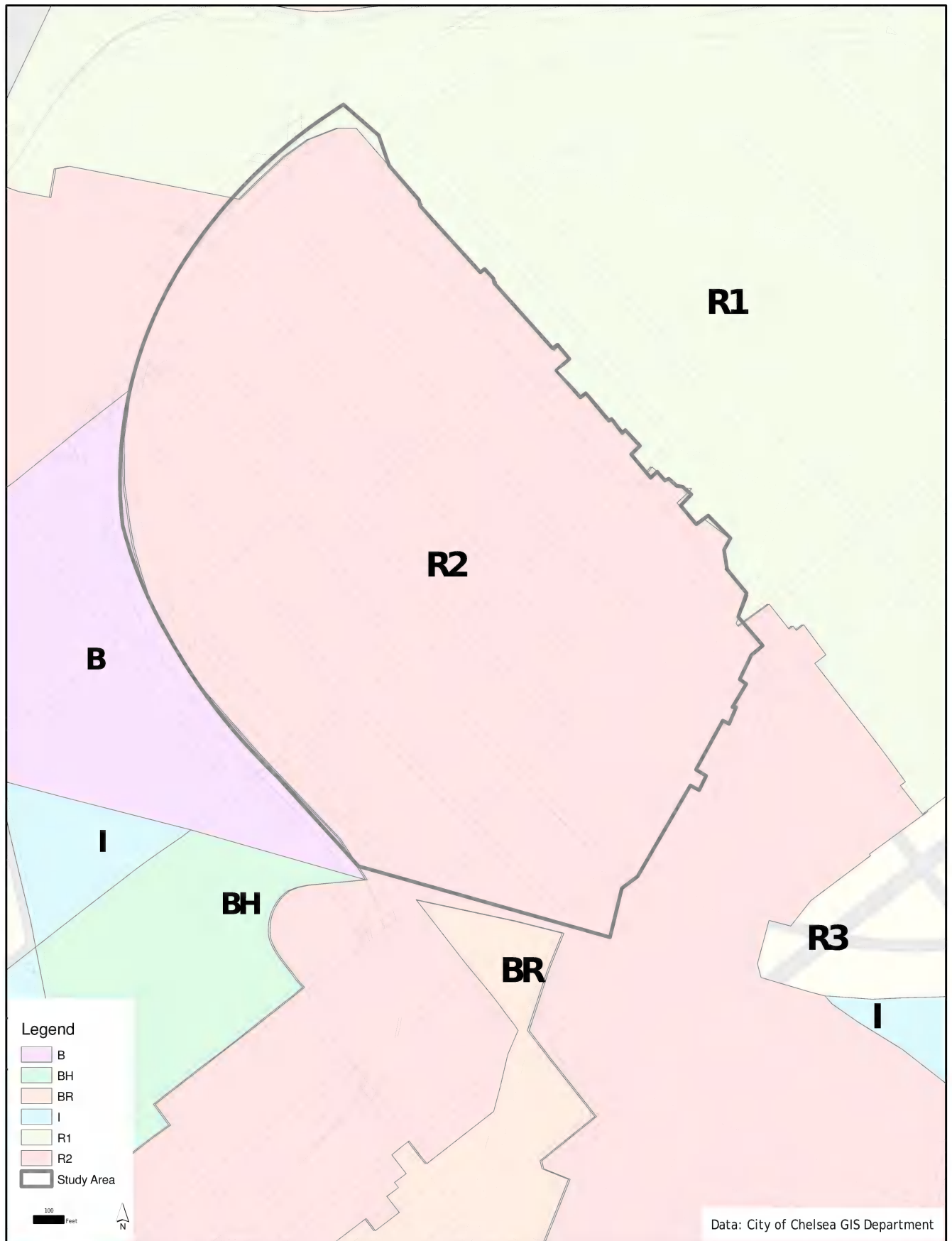


**Part 2 Community Maps (see attached maps)**



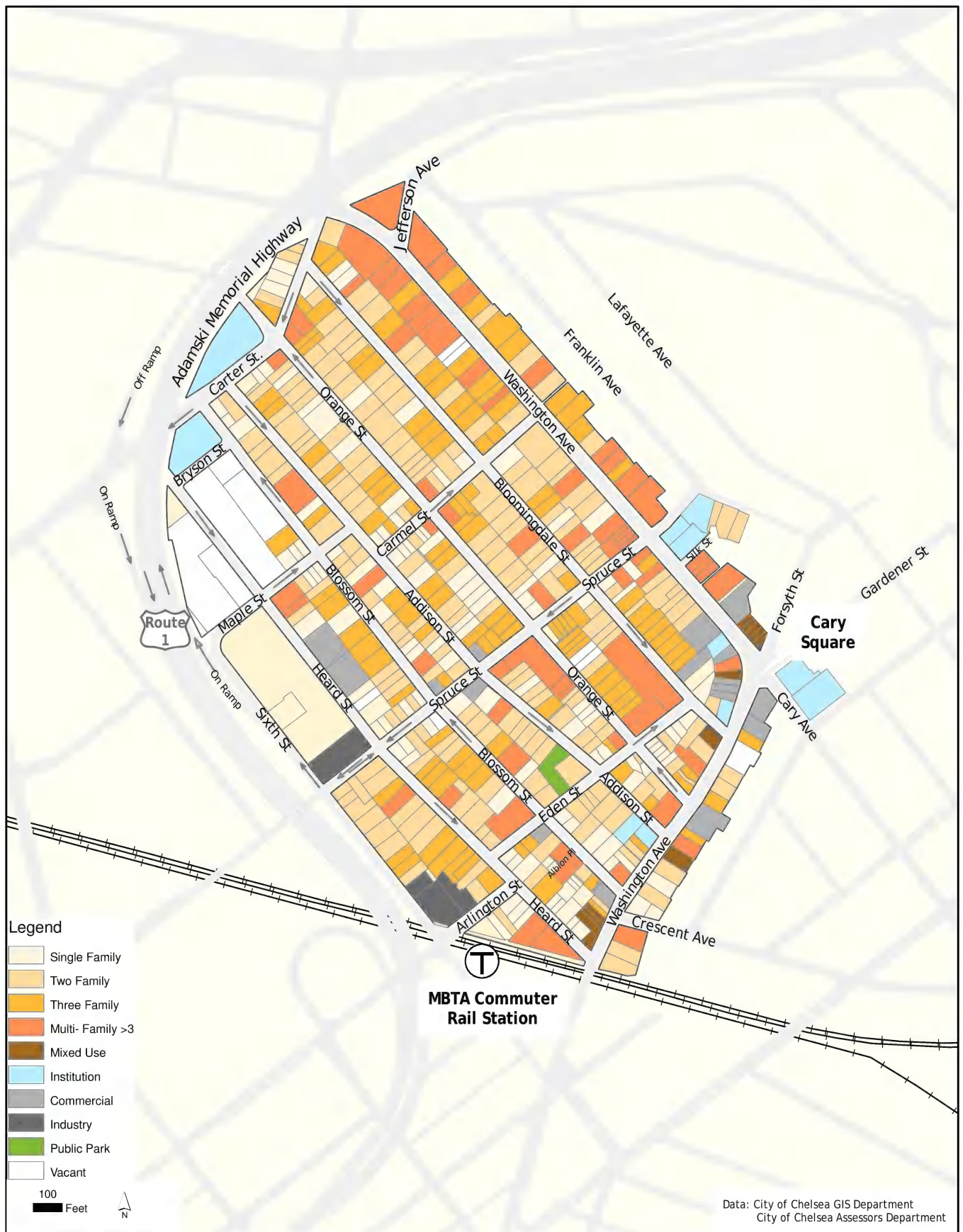
## Addison-Orange Neighborhood Revitalization Plan

### Study Area



Addison-Orange Neighborhood Revitalization Plan  
City Zoning Map





Data: City of Chelsea GIS Department  
City of Chelsea Assessors Department

# Addison-Orange Neighborhood Revitalization Plan

## Land Use



## Addison-Orange Neighborhood Revitalization Plan

### Businesses and Institutions

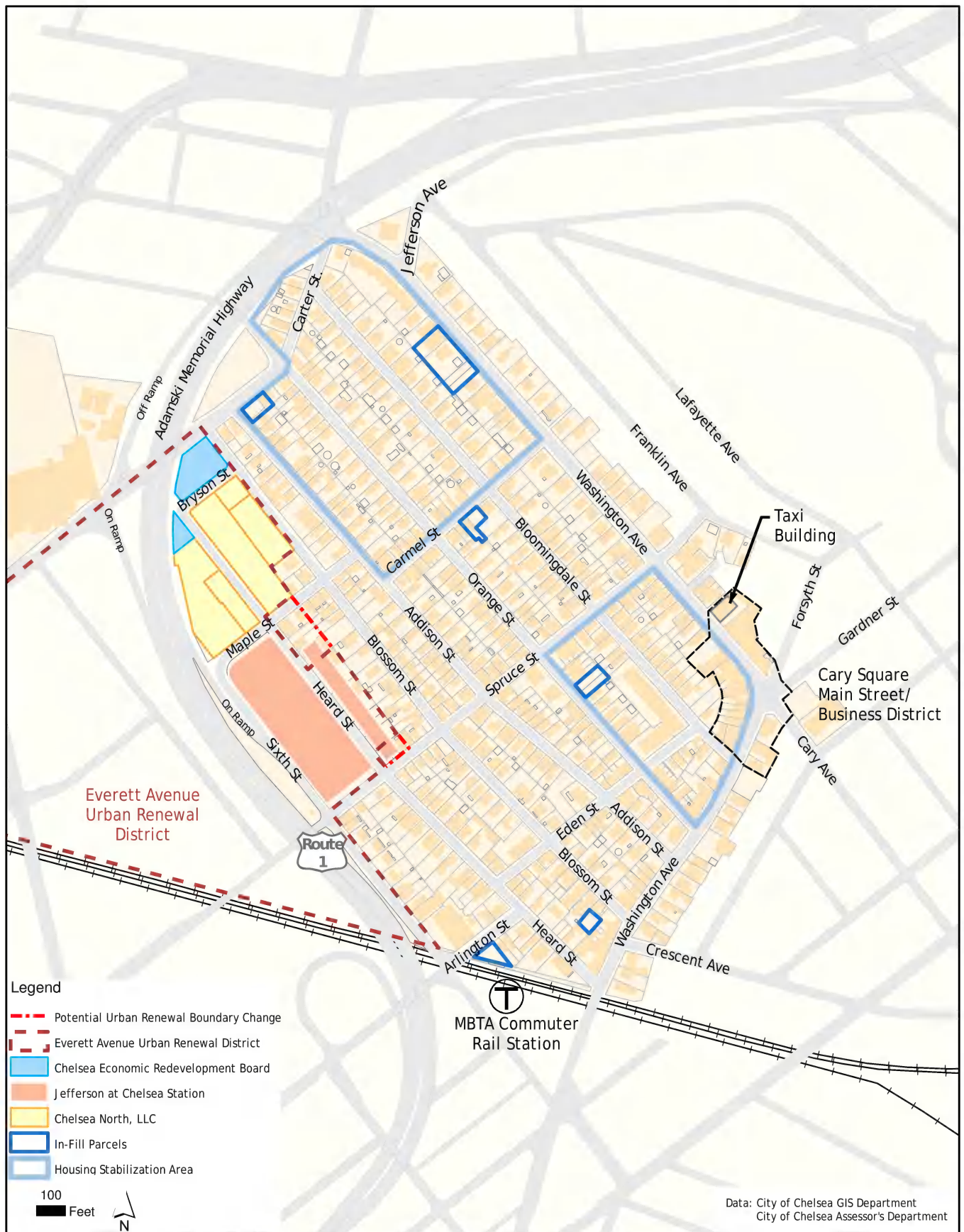








# Addison-Orange Neighborhood Revitalization Plan Vision Plan



## Addison-Orange Neighborhood Revitalization Plan

### Housing and Development Opportunities





## Addison-Orange Neighborhood Revitalization Plan

### Infrastructure Improvements





## Addison-Orange Neighborhood Revitalization Plan

### Open Space Improvements

## **Appendix 2**

### **Community Engagement Process**

This Appendix is composed of two parts: Part 1 provides examples of meeting agendas and public notices for the planning meetings; Part 2 provides the results of the on line community survey.





## **Part 1 Agendas and Meeting Notices**

### **CHELSEA GATEWAY CITY ADDISON ORANGE NEIGHBORHOOD STRATEGIC PLAN**

## **Community Listening Meeting**

**Williams Middle School Library**

May 21, 2009

1. Introductions
2. Planning Process
3. Study Area
4. Neighborhood Input
5. Next Steps and Next Meeting

# **Addison Orange Neighborhood Strategic Plan**

## **Visioning Session**

Williams Middle School Library

June 11 , 2009

6:00 pm

### **Agenda**

- 1. Purpose of Meeting**
- 2. Study Goals and Objectives**
- 3. Break Out Session**
- 4. Presentation of Group Findings**
- 5. Wrap Up**

**Addison Orange Neighborhood Strategic Plan**  
**Plan Alternatives and Implementation Strategies**

Williams Middle School Library  
July 16, 2009  
6:00 pm

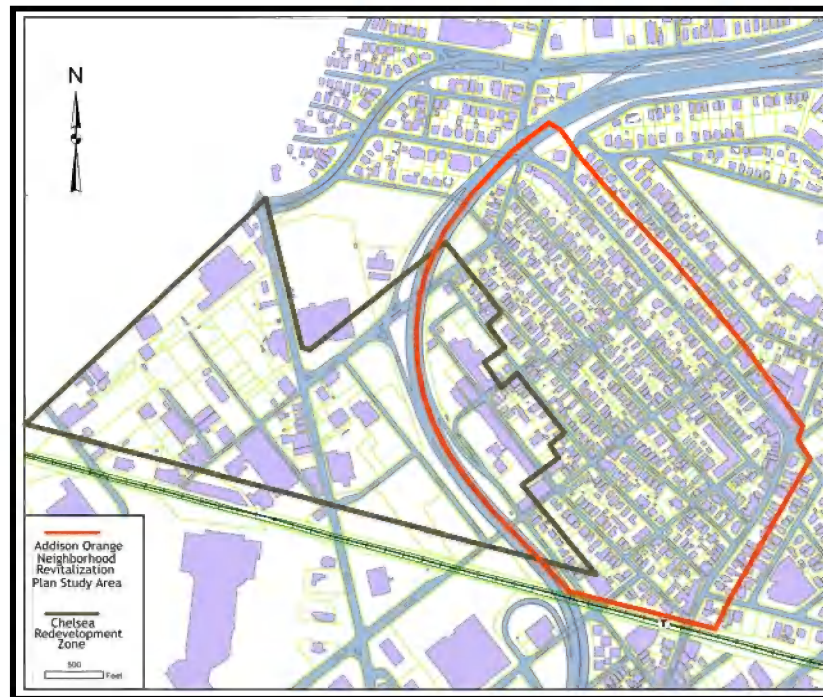
**Agenda**

- 1. Purpose of Meeting**
- 2. Study Goals and Objectives**
- 3. Power Point Presentation**
  - a. Summary of Visioning Session**
  - b. Plan Alternatives**
  - c. Possible Implementation Strategies**
- 4. Next Steps**
  - a. Prepare Draft Plan**
  - b. Compile Survey Results**
  - c. Draft Plan Presentation to Planning Board August 18, 2009**



# UNA REUNION COMUNITARIA

## PLAN ESTRATÉGICO DEL VECINDARIO ADDISON ORANGE



**Todos los residentes de Chelsea están invitados a asistir a esta reunión comunitaria para discutir las *Alternativas de Plan* y las posibles *Estrategias de Implementación* para cumplir las metas y objetivos del estudio de planificación que está siendo conducido en el Vecindario Addison Orange.**

**La reunión comunitaria será presentada por el Departamento de Planeamiento y Desarrollo de la ciudad de Chelsea el 16 de Julio del 2009 a las 6:00 p.m. en la Biblioteca de la Williams Middle School en el 180 Walnut St.**

**Por favor tome la encuesta cibernética del vecindario Addison Orange en la página de Planificación y Desarrollo de la Ciudad de Chelsea:**

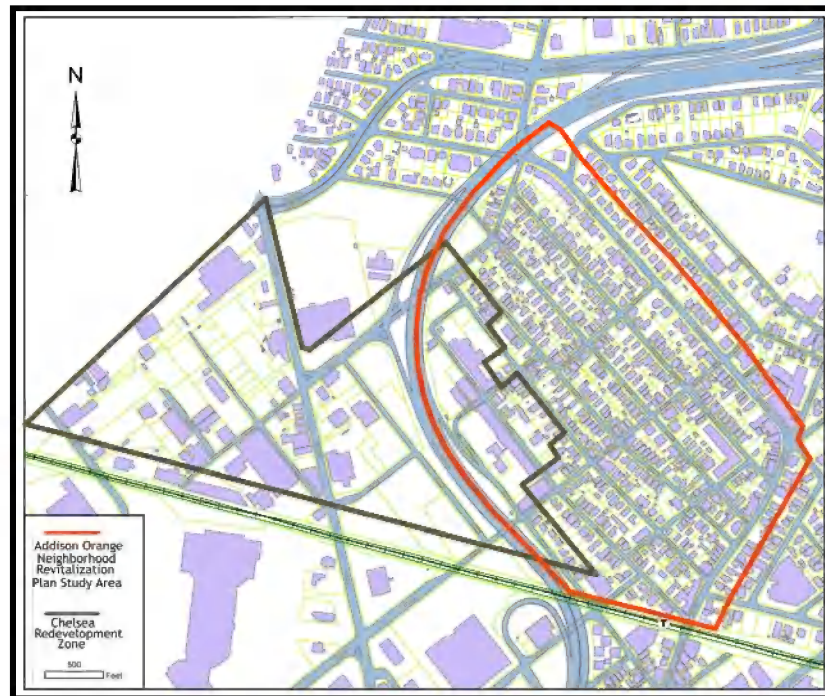
[http://www.chelseama.gov/Public\\_Documents/ChelseaMA\\_Planning/index](http://www.chelseama.gov/Public_Documents/ChelseaMA_Planning/index)

Una copia del este estudio de planeación está archivada y disponible para el público en las oficinas del Departamento de Planeamiento y Desarrollo en la Ciudad de Chelsea. Para más información favor de contactar a Ryan Tully al número 617-466-4187.

John DePriest, AICP, Director Chelsea Department of Planning and Development  
Tuck Willis, Chair Chelsea Planning Board  
Ryan Tully, Planner and Land Use Administrator

# **UNA SESION DE VISUALIZACION PARA LA COMUNIDAD**

## **PLAN ESTRATEGICO PARA VECINDAD ADDISON ORANGE**



**Todos los residentes de Chelsea son cordialmente invitados a asistir a esta reunión interactiva en donde tu podrás participar en crear una visión futura para la vecindad Addison Orange. En esta reunión será requerido considerar estas preguntas:**

- **Que se necesita en esta vecindad?**
- **Que es lo que hace falta?**
- **Si usted pudiera hacer algún cambio, cual seria?**
- **Que es importante preservar?**

**La Sesión de Visualización será auspiciada por el Departamento de Planeamiento y Desarrollo de la Ciudad de Chelsea el día 11 de Junio, del 2009 a las 6:00 p.m. en la librería de la escuela intermedia, Williams School en la dirección 180 Walnut Street.**

**Por favor tome la Encuesta Cibernética de la Vecindad Addison Orange el la pagina de la Ciudad de Chelsea, Planificación y Desarrollo:**

[http://www.chelseama.gov/Public\\_Documents/ChelseaMA\\_Planning/index](http://www.chelseama.gov/Public_Documents/ChelseaMA_Planning/index)

Una copia del esta Plantación Estudiada esta archivada y disponible para el publico en las oficinas del Departamento de Planeamiento y Desarrollo en la Ciudad de Chelsea. Para mas información favor de contactar a Ryan Tully al numero 617-466-4187.

John DePriest, AICP, Director Chelsea Department of Planning and Development  
Tuck, Willis, Chair Chelsea Planning Board  
Ryan Tully, Planner and Land Use Administrator

## Addison Orange Neighborhood Stabilization Plan

### Visioning Session

June 11, 2009

#### Break Out Group 1 Notes

Group Attendees = 6 including Susan, Bob U and intern of Karl Seidman, 2 residents and one landlord that lives in Newton, MA

#### Meeting Notes

1. SSP summarized the process as follows:
  - a. 1st Community Meeting - Listening Session - input from the public
  - b. Advisory Committee input
  - c. Survey online - to encourage community participation and input
  - d. This is the 2nd Community Meeting - the intent is to tell you what we heard at the 1st Community Listening Meeting and have breakout sessions to get input on specific neighborhood issues and opportunities.
  - e. Next and Final Community Meeting in early July to present options based on the input
  - f. Final Mtg in mid July is a presentation to the Planning Board / City Council of the Final Options/ Report
2. Issues / Ideas raised at meeting as follows:
  - a. inadequate parking on Addison and Carmel Streets results in residents parking on both sides of street and partially on the sidewalk.
  - b. resident of Washington Ave and Heard Street intersection indicated that parking is limited in her neighborhood due to people from outside the neighborhood parking in this area to catch public transportation, to work downtown Chelsea and due to no onsite parking available for multistory residential buildings in the neighborhood.
  - c. In Cary Square there exists a lack of parking on or around the temple site.
  - d. residents indicate that Addison is heavily used by vehicular traffic to and from Route #1 both due to its proximity to Route #1 and also since its directionality allows for looping circulation.
  - e. residents indicated that pedestrian signals along Washington Ave do not function and should be fixed - this condition is detrimental to safe pedestrian crossings.
  - f. residents indicated a desire for additional preschool and early learning facilities as the current programs are overcrowded and or dont have openings available.
  - g. residents indicated a desire for a community center or facility available for year round youth activities in the neighborhood.
  - h. residents generally indicated they didnt spend much time outside - this is due to a variety of factors including lack of outdoor destinations, lack of street quality and open space.
  - i. residents indicated that the commuter rail is used by others but not residents as its inconvenience given the infrequent schedule and since other more frequent and efficient public transport (bus) is readily available in the neighborhood.
  - j. one resident indicated a desire to see bike lanes on Washington Ave
  - k. residents indicated a desire to see improvements to street lighting throughout the neighborhood and particularly on Spruce Street between the neighborhood and the businesses on the other side of Route #1 and under Route #1
  - l. residents indicated a desire for wider sidewalks where possible



m. one resident indicated a desire to design the neighborhood to have characteristics like Admiral Hill.

n. one resident indicated the sidewalk is extremely uneven in front of 85 Blossom Street.

o. residents agreed that there currently are no sidewalks in the redevelopment area on Blossom, Heard, Sixth and Maple Streets but it is desirable for sidewalks to be constructed with improved pedestrian characteristics per some of the character images that were available in handouts.

Our Group's priorities (Group #1) in order of importance:

#1 - need for additional parking

#2 - need for additional passive and active parks and open space on underutilized lots / property.

#3 - improve pedestrian conditions on sidewalks - lighting, trees, walking surfaces, crossings

Group #2 priorities:

#1 - upkeep of the city - especially along Washington Av

e - cheap and quick fix - city to

provide trash receptacles and enforce local ordinances

#2 - fix condition of Washington Avenue - however if its improved and traffic speed increases, then there will be a need to introduce traffic calming measures to keep bus and car traffic speeds safe for the community

#3 - introduce an identifiable lighting and streetscape treatment bordering neighborhood - Washington Ave, Spruce and Sixth Streets.

#4 - reinforce and identify 4 gateways at Wash/ Carter, at Commuter rail, at Spruce/ Sixth and at Cary Square

Group #3 priorities:

#1 - redevelop old taxi building as community center

#2 - create a community center in the vicinity of Maple and Heard

#3 - focus on Cary Sq improvements

#4 - Beautify neighborhood

#5 - develop grass roots education of neighborhood about enforcement - reminder of rules - create ability for residents to report problems anonymously.

## Addison Orange Neighborhood Stabilization Plan

### Visioning Session

June 11, 2009

#### Breakout Session #2 notes

##### Participants:

Tony  
Gary  
Aubriel  
Janet  
Kevin

##### Priorities:

1. Address the garbage problem
  - Better trash pick up
  - Regulations requiring trash in lidded cans at curb
  - Public realm trash cans on Washington Avenue
  - Sweep streets the day after trash pick up, rather than the day before
2. Improvements to Washington Avenue - best place for a focused case study applying measures from this Plan.
  - Fix potholes
  - Traffic calming at intersections, facilitate pedestrian crossings
  - More open space, sidewalk cafes at Cary Square
  - Relight the gas lamps at Cary Square
  - Wayfinding at Cary Square and Carter Street
  - Take advantage of views at Carter Street
  - There is an empty parcel on the south side of Washington near Carter, with two foreclosed buildings next door. Great views from there - how about a park?
  - Storefront improvement program
3. Enhance critical gateways at:
  - Cary Square
  - Carter at Washington
  - Washington and Sixth
  - Sixth and Spruce
- 3.5. Create greenspace within development parcels to serve residents old and new.
  - Green with connection across Carter to school
  - Larger greenspace more central to the neighborhood

##### Other ideas:

##### Development parcels

- Use new buildings to block sound from the highway, as in Loveland, TX. Build similar mixed use development, with central open space. Another model to look at is the Diamond District in Portland, OR

- Develop and implement an interim landscape on the parcels, so they look better.

Expand the streetscape elements of Cary Square along Washington Ave north to Spruce, along Spruce to Sixth, along Sixth back to Washington and to Cary Square.

Promote T use by creating a park-and-ride garage in one of the parcels on the west of Route 1.

Interior residential blocks

- Corporations buy foreclosed properties, renovate them and move their employees in. Employees could head up neighborhood outreach.
- Mortgage assistance for those headed towards foreclosure
- Code enforcement, maintenance program (volunteers, loans, etc.)

The intersection at Carter and the Route 1 southbound offramp just west of the elevated highway is a real problem for pedestrians headed for the schools or the parks – traffic calming needed.



# Addison Orange Neighborhood Strategic Plan

## Visioning Session

Williams Middle School Library

June 11 , 2009

Breakout Session #3 notes

4 Participants (3 residents identified themselves as homeowners or a condo owner including 1 NAB representative) plus Ryan Tully, Karl Seidman, facilitator

### Cary Square

- Areas is used, feels safe
- East side more attractive
- Sidewalks too high
- Trash and dog waste a problem (true throughout neighborhood)
- Desired improvements: more trees, make it prettier
- Use synagogue yard as garden or park
- Reuse of taxi garage as community center or library branch; something for kids

### Land Use/Housing

- Urban renewal area--a problem, vacant buildings, lots of trash, condoms, possible criminal activity; need for more policing there
- New uses in area: community center that is open to neighborhood not just development residents; townhouses with parking underneath; sufficient parking for new residences
- Trees and green space in urban renewal area
- New Uses for Tudor Garage site: passive park, community garden, basketball court or other recreation, small restaurant, library branch
- Housing: need housing rehab program for homeowners
- 2 vacant or dilapidated houses that need to be addressed: one on Spruce & Addison , 2<sup>nd</sup> on Orange Street between Spruce and Eden
- One suggestion to demolish vacant/dilapidated buildings and use for parking

### Public Realm

- Open space/green space needs: community gardens, passive park, recreation for youth—e.g., skateboard or bike park, park/green space for adults to walk-well lighted and safe
- Carmel steps new well used; sense that they are not safe or well lighted at night
- Places for new open space: Tudor Garage site, in urban renewal area, green corridor along western edge of neighborhood—wanted it extend up along Carter Street park on vacant sites across rail tracks

- Tree planting: group liked idea of planting more trees but recognized that this requires more maintenance and can be problematic in some locations due to making sidewalks smaller or affecting houses
- Priority streets for tree planting: Bloomingdale, Orange, Addison between Carmel and Washington Street
- Area priorities for tree planning: Cary Square, as a buffer along Route 1
- Ideas for Gateways: Plantings, better lighting, better policing of these areas
- Ideas for connections—Carter Street and Spruce Street most important, need more trees, better lighting and permanent fixtures/flower pots.

### Public Safety

- Agreed with value of beat police officer but don't think the city can afford it
- Get more people involved in walking the neighborhood at night, crime watch
- Effort to inform/educate people about their rights and responsibilities, including regular mailings so they follow rules and report people who don't
- Anonymous phone number to report crime, nuisances and code violations since retaliation and fear of retaliation is a problem
- Code enforcement problems mentioned loud music, garbage (not put out in cans), dog waste, mice, overcrowding/illegal apartments

## Part 2 Community Survey

1. Please rate the following existing neighborhood conditions.						
	Excellent	Good	Fair	Poor	Rating Average	Response Count
Housing Condition	7.1% (1)	35.7% (5)	50.0% (7)	7.1% (1)	2.57	14
Housing Choices	8.3% (1)	33.3% (4)	50.0% (6)	8.3% (1)	2.58	12
Parking Availability	0.0% (0)	21.4% (3)	42.9% (6)	35.7% (5)	3.14	14
Open Space/Recreation	0.0% (0)	14.3% (2)	42.9% (6)	42.9% (6)	3.29	14
Youth/Children Activities	0.0% (0)	7.7% (1)	61.5% (8)	30.8% (4)	3.23	13
Public Safety	0.0% (0)	28.6% (4)	57.1% (8)	14.3% (2)	2.86	14
Cleanliness	0.0% (0)	7.1% (1)	42.9% (6)	50.0% (7)	3.43	14
Traffic	0.0% (0)	30.8% (4)	53.8% (7)	15.4% (2)	2.85	13
Other (please specify)						2
answered question						15
skipped question						1

2. Is there a foreclosure problem in the neighborhood?			
		Response Percent	Response Count
yes	<div></div>	57.1%	8
no		0.0%	0
not sure	<div></div>	42.9%	6
answered question			14
skipped question			2











3. Are you familiar with the development projects proposed in the Everett Avenue Urban Renewal District?			
		Response Percent	Response Count
yes	<div><div></div></div>	50.0%	7
no	<div><div></div></div>	50.0%	7
<i>answered question</i>			14
<i>skipped question</i>			2

4. Which neighborhood businesses do you use?			
		Response Percent	Response Count
Convenience Store	<div><div></div></div>	76.9%	10
Restaurant	<div><div></div></div>	38.5%	5
Laundromat		0.0%	0
Barbershop/Beauty Parlor	<div><div></div></div>	38.5%	5
Funeral Home		0.0%	0
Other (please specify)			4
<i>answered question</i>			13
<i>skipped question</i>			3

5. What types of businesses/services would you like to have in the neighborhood?			
		Response Percent	Response Count
Gas/Service Station		0.0%	0
Bakery	<div></div>	40.0%	4
<b>Deli/Specialty Food Store</b>	<div></div>	<b>70.0%</b>	<b>7</b>
Clothing Store	<div></div>	30.0%	3
Bookstore	<div></div>	50.0%	5
Drugstore	<div></div>	10.0%	1
Other (please specify)			6
<b>answered question</b>			<b>10</b>
<b>skipped question</b>			<b>6</b>

6. How would you describe yourself?			
		Response Percent	Response Count
<b>Resident of Addison Orange Neighborhood</b>	<div></div>	<b>69.2%</b>	<b>9</b>
Property Owner in Addison Orange Neighborhood	<div></div>	61.5%	8
Business Owner in Addison Orange Neighborhood		0.0%	0
Tenant/Renter in Addison Orange Neighborhood		0.0%	0
Other (please specify)			2
<b>answered question</b>			<b>13</b>
<b>skipped question</b>			<b>3</b>

7. How long have you have lived in the neighborhood?			
		Response Percent	Response Count
Less than one year		7.1%	1
<b>1-5 years</b>		<b>50.0%</b>	<b>7</b>
6-10 years		14.3%	2
11-15 years		7.1%	1
16-20 years		0.0%	0
20 years or more		21.4%	3
		<b>answered question</b>	<b>14</b>
		<b>skipped question</b>	<b>2</b>

8. If you live in the neighborhood please rate the condition of your living quarters.			
		Response Percent	Response Count
Excellent		41.7%	5
<b>Good</b>		<b>50.0%</b>	<b>6</b>
Poor		8.3%	1
		<b>answered question</b>	<b>12</b>
		<b>skipped question</b>	<b>4</b>



**9. Please indicate (by importance) neighborhood conditions that need improvement.**

	Very Important	Important	Not Important	Rating Average	Response Count
Housing Conditions	38.5% (5)	61.5% (8)	0.0% (0)	1.62	13
Overcrowding	41.7% (5)	41.7% (5)	16.7% (2)	1.75	12
Parking	46.2% (6)	30.8% (4)	23.1% (3)	1.77	13
Open Space and Recreation	76.9% (10)	23.1% (3)	0.0% (0)	1.23	13
Youth/Children Activities	61.5% (8)	38.5% (5)	0.0% (0)	1.38	13
Public Safety	61.5% (8)	38.5% (5)	0.0% (0)	1.38	13
Street/Sidewalk Repairs	66.7% (8)	33.3% (4)	0.0% (0)	1.33	12
Street Trees/Landscaping	83.3% (10)	8.3% (1)	8.3% (1)	1.25	12
Cleanliness	76.9% (10)	15.4% (2)	7.7% (1)	1.31	13
Traffic	25.0% (3)	41.7% (5)	33.3% (4)	2.08	12
Other (please specify)					6
	answered question				14
	skipped question				2

**10. Please provide your name, address and email address below if you would like to be added to the Addison Orange Neighborhood Planning Study contact list.**

		Response Percent	Response Count
Name:	<div><div></div></div>	100.0%	13
Address:	<div><div></div></div>	92.3%	12
Email Address:	<div><div></div></div>	84.6%	11
	answered question		13
	skipped question		3

## **Appendix 3**

### **Implementation Measures**

This appendix is composed of two part: Part 1 provides recommended Design Guidelines that can be used to guide redevelopment in the Urban Renewal Area and infill in the residential blocks and commercial areas of the Addison Orange neighborhood; Part 2 provides state and federal programs that can be used to implement various aspects of the recommended actions contained in this plan.

## Part 1 Design Guidelines

### General Principles

The Addison-Orange study area is primarily a residential neighborhood, with single-family and multi-family structures, and with neighborhood commercial uses scattered along Spruce Street and regularly located along Washington Avenue in Cary Square and leading into the downtown. This neighborhood is sensitive to new influences, as it is physically separated from adjacent neighborhoods on three sides by the Route 1 elevated structure, the commuter rail, and the bluff geography near Malone Park. Much of the neighborhood is built out, with two large development parcels on the west edge of the neighborhood at a location highly visible from Route 1. The goal is to enhance the neighborhood that is there, with:

1. infill development
2. urban renewal district development
3. new streetscapes

### 1. Infill Development

Infill development requires special sensitivity, given that in the Addison-Orange neighborhood infill will take place largely on residential streets. On a vacant residential parcel surrounded or adjacent to existing housing, every effort should be made to match the scale, roof type, street setbacks and façade organization patterns seen in adjacent homes in the district.

**Parking** should be located in the rear of the parcel, with only as much paving as necessary for vehicle access and storage.

The façade on the street shall be designed as a “front” façade, with an entry. Porches are desirable features facing the street, as are ample windows. Wherever possible, garage door should be avoided on the street.

High quality materials which reflect the quality of construction of the best examples in the neighborhood – cedar clapboard, brick, and stone – are preferred. Sustainable building and landscaping practices should be integrated into each and every new development. Avoid materials such as vinyl siding.

No new housing may be created without providing off-street parking.



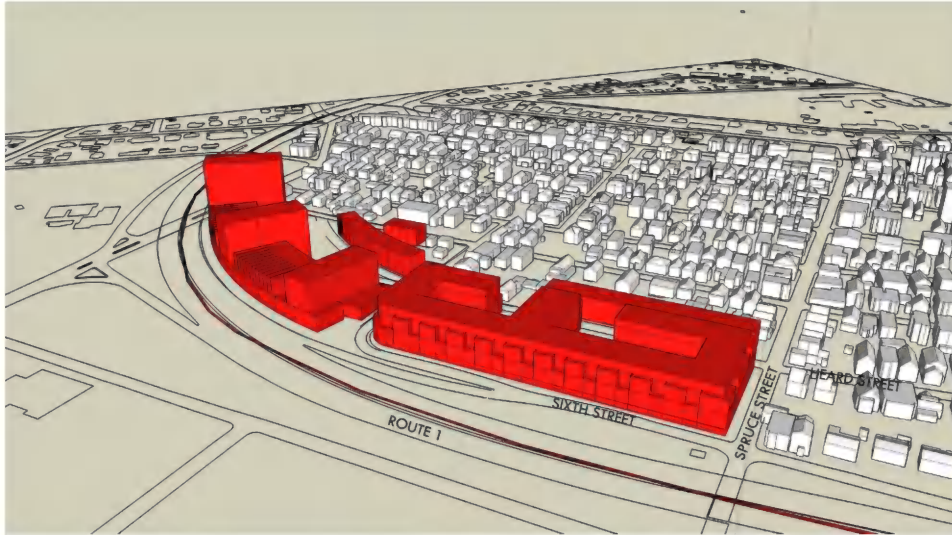


*An example of sensitively-designed new infill development on a corner. Cambridge, MA.*

## 2. Renewal District Development

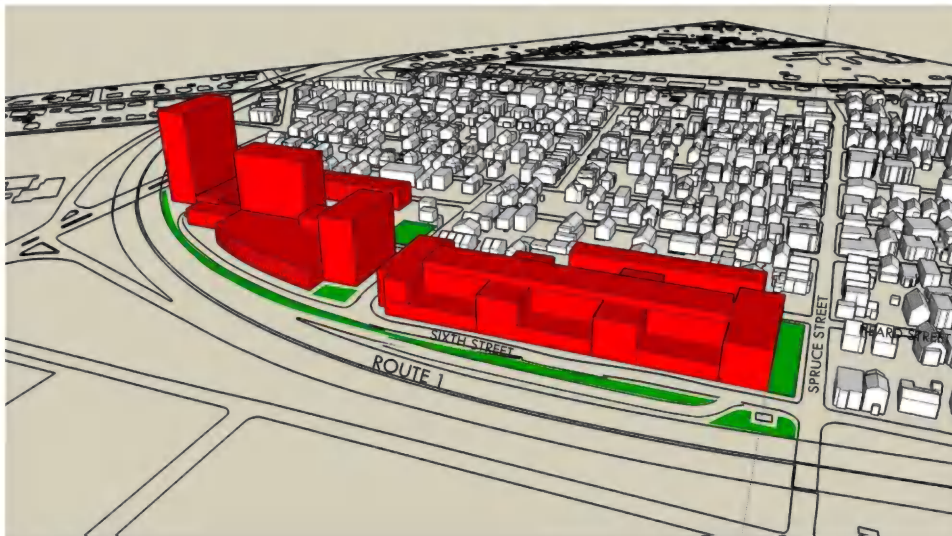
The character of the buildings to be developed on the Everett Avenue Urban Renewal District parcels within the project area will have a profound influence on the character of the Addison-Orange neighborhood. It is important that any new development's influence be a positive one that enhances the existing character of modest-scaled multi-family residences, tree-lined streets, and neighborhood businesses. These parcels are atypically large for the neighborhood and located along Route 1, offering the opportunity to create a buffer between the existing neighborhood and the highway. Also, because the parcels span between Spruce and Carter streets, there is an opportunity to create a pedestrian connection across the neighborhood where a good connection does not exist today. Some general principles should be applied:

- Buildings which abut existing homes should match their height, or exceed it by no more than one story. Architectural techniques to minimize the apparent scale of an extra level should be employed, such as mansard roofs with dormers, setbacks, or other method.
- Buildings along the edge of Route 1 should be configured to block some of the sound from traffic on that highway.
- Blocks and buildings should be permeated with pedestrian “streets” to moderate the scale of the buildings and the parcels, and to.
- Spruce Street and Carter Street frontages should feature small “gateway parks” to reinforce neighborhood gateways on these important corridors.
- Building facades should shape common open spaces.
- Buildings should meet the criteria for LEED Gold certification.
- Principles of “Crime Prevention through Environmental Design” (CPTED) should be followed to the maximum extent possible. Lighting, clear sight lines to building entries, active spaces on the ground floor.
- Strong consideration should be given to the views of this new development from Route 1 northbound and southbound, and the opportunity to create a gateway sensibility for the neighborhood.

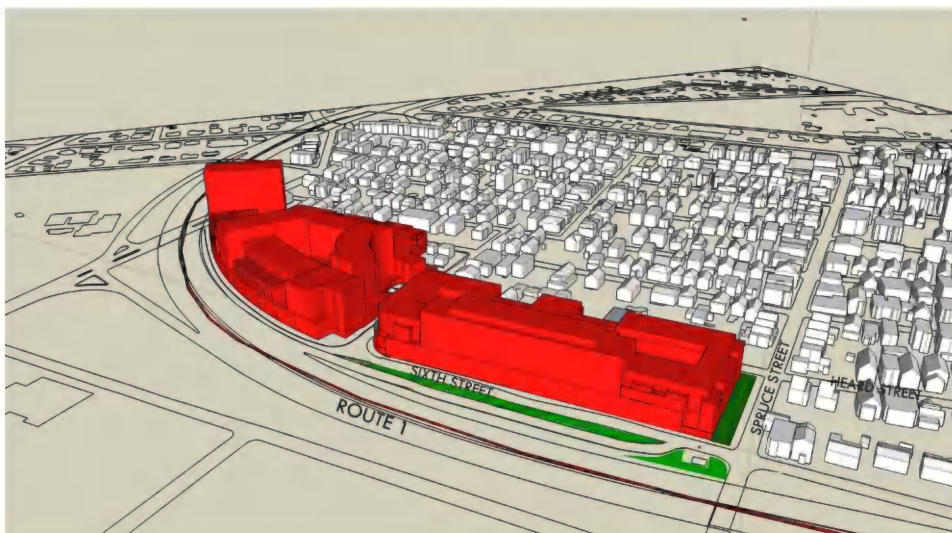


The study consulting team developed three-dimensional models of the study area, to test alternative organizations of building components.

Top, a model of previously proposed developments. Alternatives presented below meet or exceed the number of units and parking spaces represented in this illustration.



Middle, an alternative strategy that reduces the scale of buildings adjacent to the neighborhood, concentrates parking structures adjacent to Route 1, and also uses new development to create a buffer between the neighborhood and Route 1. A setback for an open space to reinforce the gateway on Spruce Street is shown.



Below, another illustration of how to achieve a stepping in scale from the neighborhood edge (smaller) to the edge of Route 1 (larger), to buffer the neighborhood from Route 1, to mask parking structures with occupied housing, and to organize small open spaces for the development's residents and to share with the Addison-Orange community.

## 2.1 Street Frontage

- Buildings should be set back ten feet from the back of curb where the public sidewalk is less than ten feet in width.
- Buildings should front on streets and blank facades should be avoided.
- Street trees shall be planted at approximately 30-foot spacing and coordinated with streetlight placement.

## 2.2 Architectural Form

The building height for new development should vary over the renewal area with the highest portion of the development located adjacent to the Route 1 viaduct and transition to a three- to four-story height where adjacent to existing neighborhood buildings. In no case will a building of less than three stories be permitted. Mansard-like roofs with frequent dormers are an effective way to reduce the apparent height and scale of a façade by one story.

***An example of new housing which utilizes a mansard roof to reduce the apparent scale of the façade. East Boston, MA.***



For multi-block projects, each sequential block of new construction should contain unique building facades so as to encourage architectural variety. The use of similar architectural elements on multiple buildings is acceptable; however, visually monotonous projects that repeat the same exterior building design and do not contribute to visual diversity and human scale character are inappropriate.

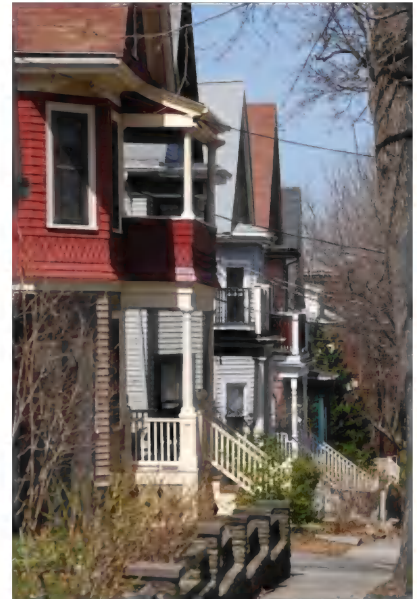
The building façade shall be constructed parallel to the street. A portion of the plane of the façade may be set back up to 3 feet in order to add visual interest to a façade of a building with a frontage of more than 100 feet. Elements that increase the three-dimensional quality of the façade such as porches, balconies, stoops, and bay windows, are encouraged.

New buildings must include a minimum of 75% occupiable building spaces at grade, on any street frontage except Sixth Street.

***Residential facades*** should have a minimum of 25%, but no greater than 50% fenestration, allowing for some transparency. Frequent residential entries should be located along the Spruce, Heard, Maple, and Carter and Blossom Street frontages.



**Commercial facades** for retail spaces should have a minimum of 70% fenestration along the street frontage. Windows should use clear glass. Commercial retail space should be located at corners.



*Examples of housing prototypes useful in the Addison-Orange neighborhood, beginning at upper right counter-clockwise: five varied examples of mid-rise housing complexes (Cambridge, two in the Fenway, Back Bay, and Cambridge, respectively) and a good example for infill of single family homes converted to multi-family.*

**Building entrances** should be designed to announce that they are entries. Entrances should incorporate elements to protect pedestrians from sun and rain.

**Bays:** Each façade shall have a rhythm of façade bays of similar proportion to existing homes in the area, to organize materials, windows and detailing on the façade. Those same bays should organize a pattern of visual depth on the façade, with slightly overhanging protrusions, decks, small overhangs, etc. Proportions of the bays should emphasize the vertical and openings for windows should have their larger dimension be vertical rather than horizontal (taller rather than wider).

**Vertical setbacks:** Residential buildings higher than four stories should have a setback above the fourth floor of at least 6 feet.

**Services and equipment:** Building service and storage areas should be located on the Sixth Street frontage, with screening as appropriate. Rooftop mechanical equipment should be screened from view from street level and from drivers' views on Route 1. Screening materials should be of a permanent nature and coordinated with the façade design.



*Successful new housing developments illustrate how a base, middle and a top reduce the visual scale of buildings large and small. Also, each of these examples employ different techniques to create and organize bays and windows and articulate a facade. Clockwise from upper left: Cambridge, Boston, Cambridge and Boston.*

## Materials

Durable materials with a strong aesthetic value that can be economically maintained should be used on building facades. Recycled content or material reuse should be pursued. Materials used in new development should be compatible with materials used in the adjacent neighborhood.



For buildings four stories, the first floor shall be designed as a base with masonry, precast concrete or stone materials. For buildings five to eight stories, two floors shall constitute the base; for nine stories or greater, three floors.



*Examples of quality housing in the Addison-Orange neighborhood today.*

### 2.3 Parking

Parking is an important resource in the Addison-Orange neighborhood. On-street parking contributes to the quality of the pedestrian environment. Care should be taken to make sure that off-street parking facilities also contribute, rather than detract, from the pedestrian environment.

- On-street parking should be maintained where feasible to provide a separation between the sidewalks and moving vehicles.
- Off-street parking structures should be located along the Route 1 viaduct (Sixth Street) side of the parcels to act as a buffer between the viaduct and residences
- Off-street surface parking should be well-landscaped, with 1 tree per 8 parking spaces to reduce the heat-island effect.
- Off-street surface parking should maintain a visual barrier where visible from the street. The barrier should consist of a four-foot wide landscaped buffer, or a 36-inch high screening fence or wall. Chain link is not acceptable as a fence material.



### ***Parking Garage***

Garage facades should not be exposed along Blossom, Spruce, and Heard streets. Wherever possible, residential units should be designed to cover the edge of the parking deck. Where a garage façade is exposed, screening should be employed that coordinates and extends the architectural rhythm and character of the overall building design. Landscaping should also be used as a tool in screening exposed garage facades.

## **2.4 Landscape Design**

Sustainable landscape practices should be implemented. Drought-tolerant plant materials should be combined with stormwater capture strategies to minimize or eliminate irrigation.

Outdoor lighting must be full cut-off, in compliance with the Dark Sky Initiative. Ample tree canopy should be used to create shade not only on planted areas but also any pavement.

## **2.5 Common Open Space**

Open spaces should be compact and contiguous to the extent possible. Programming and use should determine configuration.

Common open spaces should include gardens, courtyards, plazas or play areas and should contain at least three of the following features:

- 1) Seasonal planting areas
- 2) Large, flowering trees
- 3) Seating
- 4) Pedestrian-scaled lighting
- 5) Gazebos, trellises or other decorative shelters or structures
- 6) Play structures for children
- 7) Community gardens

Fences around common open space should have a maximum of 50% opacity for each 100' in length, and not exceed 36" in height.

Small open spaces should be located along the Spruce Street and Carter Street frontages, in support of neighborhood gateways along those corridors.

- On Spruce Street, between Heard and Sixth, a 25-foot setback would be appropriate. Design of the open space should be coordinated with design of the sidewalk.
- On Carter Street, a small plaza should be located at the corner of Blossom Street, a minimum of 200 square feet in area.

## 2.6 Vehicular Circulation

To promote better circulation throughout the area, an extension of Sixth Street to Bryson Road is encouraged.

Entrances and exits to either surface or structured parking should not be located on Spruce Street. Sixth Street is an excellent location for loading and garage access for the urban renewal parcels.

Wherever driveways are located, the materials of the sidewalk will continue across to visually emphasize a pedestrian zone.

## 3. Streetscapes

Community input suggested that the streets of Washington Avenue, Spruce, Sixth and Carter be targeting for coordinated streetscape improvements, to create a strong sense of boundary and heart to the Addison-Orange Neighborhood. The treatments of Cary Square were suggested as a starting point, and are pictured below:



*Examples of trees, lights, and paving in Cary Square today.*



There are aspects of the streetscape palette in Cary Square which should be updated to current accessibility and sustainability standards. The following treatments are recommended:

### 3.1 Streetlights

The fixture in use in Cary Square is an excellent scale for a residential and neighborhood commercial district, but is not compliant with the Dark Sky Initiative and should be changed to something similar with full cut-off optics to minimize light pollution. The fixture pictured to the left is one of many alternatives that may be used that are black metal and with a nostalgic character. The selected fixture's installation area should be expanded onto the rest of Washington Avenue, Spruce Street, Sixth Street, and Carter Street. Also, solar-powered LED lights should be considered for this district, to plan for the future.

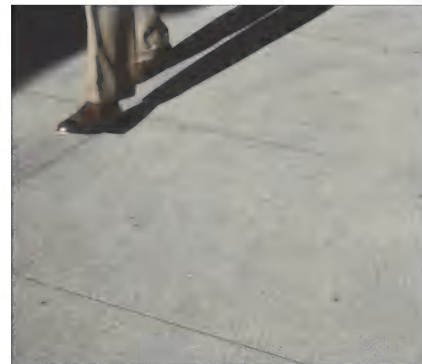


*A Cary Square street light luminaire, and (inset) an example of a similar style that would have “full cut-off” optics, reducing light pollution.*

### 3.2 Sidewalks

Sidewalk pavement is another major element in the streetscape. The past ten years has seen a growing movement away from brick sidewalks such as those in Cary Square because of their tendency to be uneven underfoot due to frost heaves, poor installation or reinstallation after utility repairs. This movement has been strongly supported by those with physical mobility limitations. While there are examples of smoother, well-constructed and maintained brick sidewalks, many of the sidewalks found in the public realm do not provide a smooth, even surface. For that reason, the consultant team recommends high-quality concrete sidewalks and the use of a unit-paver edge band where there is adequate sidewalk width. Concrete sidewalks have far fewer joints than brick sidewalks, and therefore fewer bumps, and tend to require less maintenance over time. There are numerous examples of high-quality concrete sidewalks around the Boston metropolitan area which are

*A high-quality concrete mix simulating the look of granite*





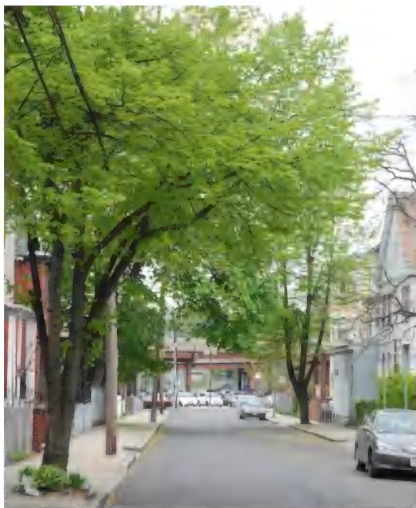
characterized by a smooth finish rather than a broom finish, saw-cut joints rather than tooled joints, and frequently a dark aggregate added to the surface giving the concrete a stone-like quality when properly executed.



*An example of a brick “edge band”, or, strip of pavement with color and texture adjacent to a smooth concrete sidewalk.*

### 3.3 Street Trees

The Addison-Orange neighborhood has inconsistent coverage of street tree along its sidewalks. Street trees temper the environment with shade, contribute to cleaner air and add softness in an urban neighborhood. The goal of these guidelines would be a consistent 30’ spacing through the neighborhood. In general, a palette of species should be selected to allow for diversity. Shade trees would be best in residential neighborhoods, and columnar trees or trees with small, dispersed leaves may be best for commercial blocks.



New trees in commercial districts need to be carefully placed so that trees do not impede pedestrian movement in areas with narrow sidewalks, and so as not to obstruct views of storefront and building signs. In commercial districts, a species should be selected that has light foliage, offering some transparency. They must also be planted and maintained in a way that ensures their survival.

*Street trees on Spruce Street*

Tree planting is limited to sidewalks with sufficient width to maintain an accessible route. Sidewalks should generally exceed a minimum width of 7 feet, 6 inches (inclusive of the curb) in order to accommodate a tree pit, meeting typical dimensional criteria (3 feet wide by 8 feet long) and still maintain a walkway width of 4 feet, compliant with the standards of the Massachusetts Architectural Access Board (MAAB).

In areas where there is not adequate width in the sidewalk to allow street trees, a behind-the-sidewalk approach can be applied with the cooperation of the adjacent land owner and adequate space on private property. One of the most effective uses of this approach is to create a buffer zone to screen views of parking

lots from the sidewalk. Given the available space, these buffers can range from low shrubs to trees, low walls or fences, and even include benches or a bus stop. Trees and other plants may also be planted in the space where a parking space once was, and potentially absorb some stormwater. The City should work with private property owners to emphasize the benefits of an attractive neighborhood and each property owner's role in helping to bring about parking lot buffers and reducing heat islands.

To promote healthy trees, unit pavers in the sidewalk profile will be dry laid in the vicinity of the tree pit, creating porous pavement in the tree root area. Porous pavement is desired, not only to allow rain water to penetrate, but more importantly, to allow for the exchange of gases, an important factor to long term tree health. Where appropriate, tree installations will share a continuous rooting zone to maximize the rooting and nutrition area available to each tree.

### 3.4 Crosswalks

DuraTherm is a proprietary product, a long-lasting patterning of asphalt paving often used for crosswalks. Recently in Boston, it has been applied as a pavement treatment in the middle of key intersections, bringing that space into the public realm. We recommend both uses in Addison-Orange.

*An example of an application of DuraTherm as a patterned crosswalk, in Boston.*

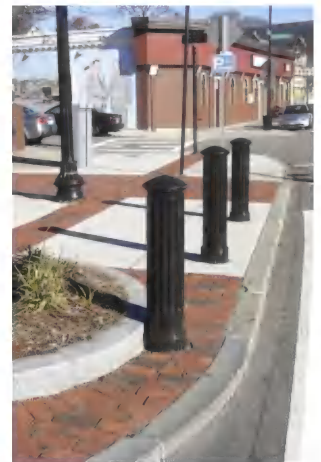


### 3.5 Street Furniture

The palette of street lighting fixtures features black-enameled metal. This is also consistent with the bus shelters being furnished in the City. The family of street furnishings such as benches and refuse containers are selected with a similar black-metal finish to blend with other elements in the streetscape and also for durability. The design of the benches and refuse container is a contemporary reflection on tradition design.

Bus stops should be enhanced by the installation of benches and/or shelters where appropriate. The increased shelter and ease of travel will hopefully promote the use of public transportation. Where appropriate, in particular near commercial activities, bicycles racks should be provided.

Additional trash receptacles should be installed near shops, bus shelters and plaza areas. Wherever feasible, solar-powered trash compactors are recommended to reduce the maintenance and collection of these receptacles.





***Example of a bench which is commonly used in municipalities around Boston.***

### 3.6 Public Art

Public art is encouraged for several reasons. Large-scale public art adds a unique identifier or landmark to an area which aids in orientation and navigation. Often public art is interpretive of the culture or history of an area and adds richness to the environment as well as a means of public education, such as the pieces along the 5<sup>th</sup> Street sidewalk. Community members who play a role in creating an installed piece feel a sense of ownership in the public realm. Works of art also add to the beauty and visual interest of an area and the sense of a distinct place representing a distinct community. Funding should be sought for art in new open spaces or along new streetscapes.

***Fifth Street public art: panels in the sidewalks created by school children depicting aspects of Chelsea's culture.***





*Public art might include murals (upper left, Jamaica Plain), sculpture (upper right, Charlestown), interpretive exhibits (lower right, Charlestown), and art on which one many sit ( New York)*



## Part Two – State and Federal Grants and Programs

There are various state and federal funding sources as well as private, non profit organizations that the City can use to implement some of the recommendations suggested in this plan.

### A. HOUSING

#### **Mass Housing**

**Down Payment and Closing Cost Assistance for First Time Homebuyers** - DHCD provides down payment and closing cost assistance to income-eligible first-time homebuyers through participating communities and non-profits. Check the list of current providers and the communities they serve.

**Home Buyer Tax Credit Loan Program** - MassHousing is now offering a loan program that allows first-time homebuyers to use the \$8,000 federal tax credit as part of their down payment or to cover closing costs, rather than waiting until they file their 2009 taxes.

[http://www.mass.gov/Ehed/docs/dhcd/hd/fthb/MHTaxCreditLoan\\_FactSheet.pdf](http://www.mass.gov/Ehed/docs/dhcd/hd/fthb/MHTaxCreditLoan_FactSheet.pdf)

**Home Mortgage Products:** MassHousing provides several home mortgage products that provide more flexible underwriting and often lower interest rates for home buyers than other products. [https://www.masshousing.com/portal/server.pt?open=512&objID=226&parentname=CommunityPage&parentid=2&mode=2&in\\_hi\\_userid=2&cached=true](https://www.masshousing.com/portal/server.pt?open=512&objID=226&parentname=CommunityPage&parentid=2&mode=2&in_hi_userid=2&cached=true) These home mortgage programs, which can be used in Chelsea's home-ownership program, include:

***MassAdvantage:*** Low rates and down payments, 30- or 40-year amortization periods: MassAdvantage offers affordable options with fixed rates.

***MyCommunity:*** An affordable mortgage option for borrowers with more moderate incomes.

***Home for the Brave:*** Armed forces veterans can find affordable, no-down payment financing for buying a home.

***Take the T Home:*** Frequent riders of public transportation can qualify for an affordable, no-down payment mortgage.

***Municipal Mortgage Program:*** Teachers, firefighters, police officers and other public servants can qualify for a no-down payment loan to buy a home in the town they serve.

#### **Mass Housing Partnership**

**SOFT SECOND** - [http://www.mhp.net/homeownership/homebuyer/soft\\_second.php](http://www.mhp.net/homeownership/homebuyer/soft_second.php) SoftSecond Loan Program, a low-interest rate, low down payment mortgage for first-time homebuyers. Unlike other mortgage products that offer variable rates, SoftSecond offers a fixed rate that will save you thousands over the life of your loan. SoftSecond is now available in every community in Massachusetts. More

than 35 lenders throughout the state offer SoftSecond through a partnership with the Department of Housing and Community Development and MHP. SoftSecond Loan has been hailed as one of Massachusetts's most affordable mortgage programs for low- to moderate-income homebuyers.

Participating lenders offer SoftSecond rates that are fixed for 30-years and range from 1/4 to as much as 1/2 percent below market rate. The minimum down payment for a SoftSecond loan is 3 percent of the purchase price; some of which can even be a gift or grant. Borrowers who qualify for a SoftSecond loan are not required to pay Private Mortgage Insurance - a savings of approximately \$125 to \$250 per month. "Points" are fees banks ask buyers to pay when they buy a home. One point equals 1 percent of the loan. Banks do not charge points for SoftSecond loans. Not paying points will save buyers \$3000-\$7000. Some SoftSecond buyers qualify for a zero percent interest subsidy payment from MHP. The subsidy payment may cover up to 75 percent of the interest-only payment on the second mortgage.

### **MassWorks**

[http://www.mhp.net/homeownership/resources.php?page\\_function=list&resource\\_category\\_id=50](http://www.mhp.net/homeownership/resources.php?page_function=list&resource_category_id=50)

MassWorks is a new employer-assisted mortgage program that encourages employers to invest in their employee's home purchase by matching an employer contribution with state funds. The funds are used in conjunction with MHP's SoftSecond Loan Program. Employers contributions to help their employees buy a home in a target community are matched with state funds and combine with the MHP soft-second mortgage program to lower the homebuyers' mortgage payment and/or increase the home price that is affordable for the home buyer. Income limits (2008) for homebuyers range from \$60,060 for a single-person household to \$113,256 for an 8-person household.

### **Department of Housing and Community Development**

The City of Chelsea is an eligible community for the state's Neighborhood Stabilization Funds - Utilizing federal **Neighborhood Stabilization Program (NSP)** funds, the Massachusetts Department of Housing and Community Development (DHCD) is encouraging low- and moderate-income homebuyers to purchase and improve foreclosed properties in neighborhoods hard-hit by foreclosure. NSP funds must be used in conjunction with safe and affordable mortgage products offered by lenders participating in MHP's SoftSecond Loan Program and MassHousing's Purchase & Rehab programs, along with any rehabilitation financing offered by lenders.

[http://www.mhp.net/uploads/resources/foreclosed\\_properties\\_nsp\\_final2.pdf](http://www.mhp.net/uploads/resources/foreclosed_properties_nsp_final2.pdf)

Eligible Homebuyers: Households with total family income below 120 percent of area median. Buyer must occupy as principal residence. First-time homebuyer requirement is applicable for MassHousing loans. **ELIGIBLE PROPERTIES:** Condominiums, single family and 2- and 3-family homes that have been foreclosed upon or abandoned. **ASSISTANCE PROVIDED:** Preferred mortgage product through SoftSecond or MassHousing; rehabilitation assistance up to \$20,000 per unit up to a maximum of \$40,000 per property.

**Neighborhood Stabilization Program (NSP) Housing Development Assistance:** Using federal NSP funds, DHCD will provide grants to for-profit and non-profit developers to redevelop vacant or demolished foreclosed properties for rental housing that serves low-income households. Chelsea is



one of a number of communities eligible for these grants, which will be used in conjunction with state housing production programs. Six million in state NSP funds are allocated to this program

**NSP Strategic Demolition Grants** - Chelsea can apply for grants from a \$1.75 million pool to demolish blighted properties as part of a neighborhood stabilization plan.

**The Neighborhood Stabilization Loan Fund (NSLF)** - is a program sponsored by the Commonwealth of Massachusetts with the participation of MHP, MHIC the Boston Foundation and the Hyams Foundation. Living Cities, a New York-based non-profit to provide \$22 million in loans to for-profits or non-profit organizations that have clear plans to acquire vacant, abandoned or foreclosed properties in troubled neighborhoods as part of a municipal neighborhood stabilization effort. Two type of loans are provided: (1) a line of credit to help developers quickly acquire properties; and (2) an acquisition and construction loan to for properties once they have been The NSLF is administered by Massachusetts Housing Investment Corporation (MHIC).

## B. INFRASTRUCTURE IMPROVEMENTS

**I-Cubed** (Infrastructure Investment Incentive Program) – The purpose of this state program is to support, through public infrastructure investment, certified economic development projects that will result in new jobs and increases in property values, real estate tax revenue, and tax revenue to the Commonwealth

Key Eligibility Criteria:

- The project would not happen or would not achieve the contemplated level of development or other economic activity without the public infrastructure improvements financed under I-Cubed.
- The project must be approved by the related Municipality, the Secretary of Administration and Finance and MassDevelopment in order to be “certified” as eligible for funding.
- The cost of the public infrastructure improvements financed under I-Cubed may not exceed \$50 million and may not be less than \$10 million.
- The projected annual new state tax revenues from each occupied project component must be at least 1.5 times greater than the projected annual debt service on the related bonds.
- Not more than one other economic development project in the municipality may have been approved for financing under I-Cubed.
- The project must be financially feasible and the developer must demonstrate sufficient resources to carry out the project.
- The project must be consistent with sustainable development principles.
- The project may not receive public assistance under certain other state programs.

Funding and/or Eligible Uses:

- Bonds issued by MassDevelopment
- Investment in public infrastructure improvements in support of certified economic development projects

**Transit-Oriented Development Bond Program** – This state program is designed to increase compact, mixed-use, walkable development close to transit stations.

Key Eligibility Criteria:

- A project must involve at least one of the following:
- Design, construction, reconstruction or improvement of a pedestrian improvement, bicycle facility, and/or parking facility serving a mixed-use development; or
- Development or rehabilitation of a housing project, at least 25% of which must be affordable.
- A project must be situated in an eligible location.
- A project must receive technical or financial assistance from one or more of the following agencies: DHCD, EOE, MBTA, MassHousing or MassDevelopment.

Funding and/or Eligible Uses:

- Financing for pedestrian improvements, bicycle facilities, housing projects, and parking facilities within .25 (1/4) mile of a commuter rail station, subway station, bus station, bus rapid transit station, or ferry terminal.

**Public Works Economic Development (PWED) Program** - provides grants to municipalities for transportation infrastructure investments needed to support local economic development. The program is administrated by the Executive Office of Transportation and Construction and typically award grants on an annual competitive basis. In FY2009, the Patrick Administration issued new guidelines that emphasized projects that promoted the Sustainable Development Principles and advanced state policy priorities.

**Tax-Increment Financing (TIF)** - Massachusetts' TIF program allows municipalities to negotiate a reduction in property taxes for a new development project and use these reduced taxes to fund infrastructure related to the project. The TIF agreement can cover a period of 5 to 20 years and allow for relief from 5% to 100% of the real estate taxes to fund infrastructure (or provide property tax relief). Project typically must be a state certified Economic Opportunity Area unless a special exemption is obtained from the Undersecretary for Economic Development (of the Executive Office of Housing and Economic Development). A TIF agreement with designated developers for parcels in Everett Avenue Urban Renewal Area is one potential way to fund the proposed public realm improvements for this part of the Addison-Orange neighborhood.

**District Increment Financing (DIF)** - is a state program that allows municipalities to designate specific districts in which increased tax revenues are set aside to financing specific infrastructure projects and/or other improvement and services. A municipality must define the district and document a

development program that describes how the DIF will encourage increased residential, commercial and industrial activity within that district and details the project improvements, financing plans and community benefits. After the local public hearings and approvals, the municipality must submit an application to the Economic Assistance Coordinating Council (EACC) for final approval prior to implementing the program. For example, Chelsea might create a DIF District in the Everett Avenue Urban Renewal Area and use incremental revenues to help fund public realm improvements and their maintenance over time.

**Community Development Action Grants (CDAG)** - provides grants of up to \$1 million to fund for publicly owned or managed projects that have a significant impact on the overall economic condition of a city or town, including activities that will significantly improve the conditions of low and moderate income persons through: (a) the support of workforce housing needs across a range of incomes; (b) the generation and/or retention of long term employment; (c) the leveraging of significant private investment; and (d) the improvement of physical conditions. The project area for the CDAG grant must be a decadent, substandard, or blighted open area. CDAG grants can be used for infrastructure improvements that support new workforce housing and commercial developments such as municipal water systems, sewer lines or other utility distribution systems, upgrades to streetscapes, sidewalks and roadways, site preparation and improvements to publicly-owned buildings, including demolition, new construction or rehabilitation of existing structures, and many other eligible activities. The CDAG program is administered by the Department of Housing and Community Development.

### C. BUSINESS ORGANIZATIONS

**Main Streets Program** – The Main Streets Program is well-established model for undertaking the revitalization of commercial districts in small towns, suburbs, small cities and urban neighborhoods. The Main Street model was developed by the National Trust for Historic Preservation (NTHP) and is disseminated and supported by its National Main Street center. The NTHP and National Main Street Center do not provide funding for local Main Street Programs, but provide resources to support local programs via its publications, annual Main Street conference and technical assistance visits. Local Main Street programs are typically funding through a combination of state or local government grants, local business contributions, foundation grants and community-wide fund-raising. Boston's long-standing Main Street Program is funded through CDBG funds, revenues from the repayment of past UDAG grants, corporate sponsorships and fund-raising from local Main Street organizations. In some instances, a Business Improvement Districts (see below) has been created to fund a local Main Street program.

**Business Improvement Districts (BID)** - are special assessment districts in which property owners vote to initiate, manage and finance supplemental services or enhancements above and beyond the baseline of services already provided by their local city or town governments. A special assessment, or common area fee, is levied only on property within the district. The assessments are collected and expended within the district for a range of services and/or programs, including marketing and public



relations, improving the downtown marketplace or city/town center, capital improvements, public safety enhancements, and special events. A BID creates a stable local management structure that provides a sustainable funding source for the revitalization and long-term maintenance of downtowns and city/town centers. The goal of a BID is to improve a specific commercial area by attracting customers, clients, shoppers and other businesses. Communities are authorized to establish BIDs under M.G.L. Chapter 40O. A BID must be a contiguous geographic area in which at least 75% of the land is zoned or used for commercial, retail, industrial or mixed uses. A BID is established through a local petition and public hearing process. The petition must be signed by the owners of at least 60% of the real property and at least 51% of the assessed valuation of the real property within the proposed BID. The petition must also include delineation of the BID boundaries, a proposed improvement plan, budget and assessment/fee structure.

A BID is authorized to perform a wide variety of management, administrative, marketing and economic development activities, including:

District Management – management entity with staff ; Maintenance – street cleaning, snow removal, litter & graffiti removal, washing sidewalks, tourist guides; Promotion and Marketing – identification of market niche, special events, brochures, advertising, newsletters; Business Services – business recruitment and retention, sign & façade programs

Capital/Physical Improvements – streetscape improvements, management of parking garage, maintaining parking shelters, historic preservation

DHCD will provide technical assistance to communities considering the establishment of a BID in order to support their downtown revitalization activities and to ensure compliance with statutory requirements. The BID petition must be forwarded by the municipality to DHCD.

**Massachusetts Downtown Initiative (MDI)** - This program is designed to promote the revitalization and preservation of downtowns by:

- Encouraging community involvement & ownership
- Preserving & enhancing downtown character
- Ensuring economic vitality
- Promoting downtown assets
- Improving parking management and traffic conditions
- Increasing downtown housing

Key Eligibility Criteria:

- All cities and towns are eligible.
- For Downtown Technical Assistance Site Visit Program only non-entitlement Community Development Block Grant (CDBG) cities and towns (i.e., less than 50,000 population) are eligible

**Funding and/or Eligible Uses:**

- Federal CDBG funds
- The MDI Technical Assistance Site Visit Program provides assistance to cities and towns targeting specific downtown revitalization issues including, but not limited to:
- Economic development
  - Organizational development, including the start-up of a Business Improvement District
  - Design
  - Housing Development
  - Promotion and marketing
  - Parking

**D. COMMUNITY DEVELOPMENT**

**Community Development Block Grants (CDBG)** - Massachusetts Community Development Block Grant Program is a federally funded, competitive grant program designed to help small cities and towns meet a broad range of community development needs. Assistance is provided to qualifying cities and towns for housing, community, and economic development projects that assist low and moderate-income residents, or by revitalizing areas of slum or blight. CDF I is for communities with high statistical indication of need. CDF II is for communities that are not eligible for CDF I due to lower statistical need. Mini-Entitlement is for communities that are designated by DHCD to receive an allocation of funds due to their high statistical indication of need, poverty rate and size.

**Eligible Applicants:** Municipalities with a population of under 50,000 that do not receive CDBG funds directly from the federal Department of Housing and Urban Development (HUD) are eligible for CDBG funding. Communities may apply on behalf of a specific developer or property owner.

**Eligible Activities:** Eligible CDBG projects include but are not limited to housing rehabilitation or development, micro-enterprise or other business assistance, infrastructure, community/public facilities, public social services, planning, removal of architectural barriers to allow access by persons with disabilities, and downtown or area revitalization. Applications can be submitted by individual communities or regionally by multiple communities with one lead community.

**Community Development Action Grants (CDAG)** - The Community Development Action Grant (CDAG) Program provides funding for publicly owned or managed projects that have a significant impact on the overall economic condition of a city or town, including activities that will significantly improve the conditions of low and moderate income persons through: (a) the support of workforce housing needs across a range of incomes; (b) the generation and/or retention of long term employment; (c) the leveraging of significant private investment; and (d) the improvement of physical conditions.

**Eligible Applicants** - Any city or town in the Commonwealth is eligible to apply to DHCD for CDAG funds. The amount of CDAG funding requested by the community must be the minimum amount necessary to make the project feasible, and any benefit to private entities or individuals must be indirect and incidental and not the purpose of the project.

**Eligible Activities and Funding Requirements** - CDAG can be used in a variety of ways, including infrastructure improvements that support new workforce housing and commercial developments such as municipal water systems, sewer lines or other utility distribution systems, upgrades to streetscapes, sidewalks and roadways, site preparation and improvements to publicly-owned buildings, including demolition, new construction or rehabilitation of existing structures, and many other eligible activities. Parking facilities are not; however, eligible projects for funding under the CDAG Program. All CDAG-assisted projects must be publicly owned or managed for a period of not less than 30 years (i.e., the period of time that the state bonds issued to fund the program are outstanding).

Communities seeking FY09 CDAG funding must conduct a public hearing on the proposed CDAG project prior to submission of the application, and have a current Commonwealth Capital Scorecard on file no later than the CDAG application submission date.

**Funding Limits** - A community may submit one individual application and/or one joint application for the FY09 CDAG funding round. Individual CDAG awards are limited to a maximum of \$1 million per project.

**Growth Districts - Under** its “Growth Districts Initiative”, EOHED will partner with municipalities that have identified one or more areas within their communities as being appropriate locations for significant new growth, whether commercial, residential or mixed-use. Within those identified “growth districts”, EOHED will work with the community and property owners to make the district truly “development ready” with respect to local permitting, state permitting, site preparation (including brownfields remediation), infrastructure improvements, and marketing. The objective will be to create a level of “development readiness” within each of these growth districts comparable to that now available at Devens, a location proven to be highly attractive to new development and to be truly competitive at a national and international level.

What constitutes significant new growth will vary among communities and regions, but in all cases the community must be committed to planning ahead not just for identified new construction that is ready to break ground in the short term, but more broadly for future development within the growth district over an extended period (five, ten or twenty years).

EOHED will, in partnership with regional planning agencies and local communities, identify promising growth districts on an on-going basis and thereafter work closely with the local communities to make (or keep) the districts development ready. Obviously, not all new development in the Commonwealth will occur within these growth districts, but the development that does occur within these districts does have the potential to shape the overall patterns of our state’s growth in the coming years.



## E. FOUNDATIONS

**Bank of America Foundation** is the philanthropic arm of Bank of America that provides \$200 million in grants each year with the largest share (almost 40% for community development). In 2007, it made \$14.7 million in grants to Massachusetts organizations with community development and neighborhood preservation one of three priority areas for grant making in the Boston area. One of its signature efforts is the Neighborhood Excellence Initiative, which recognizes, nurtures and supports community-based organizations, local heroes and student leaders working to improve their communities. As part of this initiative, the foundation provides \$200,000 in operating grant support to 2 nonprofit/charitable organizations in each of [45 markets](#),

**Hyams Foundation** is a Boston-based foundation that seeks to increase economic and social justice and power within low-income communities in Boston and Chelsea, Massachusetts. Over the next five years, it will focus on funding projects around three major goals: (1) increasing **civic engagement** in communities of color and other low-income communities; (2) increasing access to **affordable housing** for families of color, extremely low-income (ELI) families and other low-income families; and (3) to increase **teen development** by supporting long-term success among teens of color and other low-income teens who are at high risk. Hyams Foundation already funds several Chelsea organizations including Chelsea Neighborhood Developers, Chelsea Collaborative, ROCA and funding for the Chelsea Reach Program for youth in the 7<sup>th</sup> to 10<sup>th</sup> grades. Given their priorities, the Hyams Foundation might be a funding source for supporting the organization of an Addison-Orange Neighborhood Association, expanded youth activities or affordable housing efforts. Upcoming grant deadlines are December 1, 2008 and March 1, 2010.

**The Boston Foundation's East Boston/Chelsea Environmental Fund** supports environmental projects, programs or organizations based or working in Chelsea and East Boston, Massachusetts. Priority is placed on educational or recreational activities that impact the youth of the two communities. The goal of the Fund is to develop strong environmental stewardship and leadership in the East Boston and Chelsea communities, especially among the next generation of residents. The Fund was established as the result of the settlement of a legal dispute over the use of Chelsea Creek tidelands. Beginning in March 2007, up to \$150,000 will be distributed annually to nonprofit organizations through grants ranging in size from \$5,000 to \$25,000 for projects and programs conducted in Chelsea and East Boston, and/or for the benefit of residents of those communities. Grants will be distributed annually in March based on a December application. The Fund will be dispersed over the next five years through a proposal process. It is anticipated that the fund will be depleted and the last grants will be made in 2012.

**Eligibility:**

- The applicant must be a nonprofit 501(c)(3) organization. Applications from city or state government agencies or departments or from individuals will not be accepted.
- The applicant does not need to be based East Boston or Chelsea, but the activity for which support is requested must occur in those communities and/or be conducted for the benefit of East Boston or Chelsea residents.
- Unincorporated community groups may submit an application with the fiscal sponsorship of an incorporated nonprofit.
- A nonprofit organization may submit a proposal on its own behalf and also serve as a fiscal agent for an unincorporated group without jeopardizing its own application.

**F. OPEN SPACE AND RECREATION**

One program that many Massachusetts communities have found to be very useful is the Massachusetts Community Preservation Act. There are various federal, state and local programs as well as private initiatives that can be used to protect open space and improve and/or develop recreational facilities. To qualify for state grant programs, communities must have an up to date Open Space and Recreation Plan in place prior to submitting a grant request which the City is currently updating.

Some of the techniques that are used to protect privately owned open space and conservation land include Conservation Restrictions (an agreement where landowner retains ownership of land but gives up right to develop the land); Gift or Sale of land (landowner may retain a life interest that allows them to live and/or use the land for their lifetime); limited development agreement (landowner develops portion of land for profit and reserves sensitive land is protected as open space), easements to allow public access.

Other techniques for preserving land include Agricultural Preservation Restriction, or if the Department of Environmental Protection (DEP) has placed a restriction on the property for wetland conservation.

The landowners typically benefit from income, estate or real estate taxes reductions.

There are also land trust organizations in Massachusetts that utilize these techniques to protect and improve open space and natural areas and also provide guidance to other to implement these techniques. These organizations include the Essex County Greenbelt Association <http://www.ecga.org>, the Trustees of Reservation <http://www.thetrustees.org>, and Mass Audubon <http://www.massaudubon.org>.

The state Division of Conservation and Recreation administers various grant programs and assists communities and non profits in securing conservation restrictions. These programs are highlighted

below and details can be found on the DCR web site at <http://www.mass.gov/envir/dcs/default.htm> and its Conservation Restriction handbook <http://www.mass.gov/envir/dcs/pdf/restrictions.pdf>).

The federal government provides funding for open space and recreation facilities through grant programs administered by the state such as Land and Water Conservation funds, a program that will fund 50% of the total project cost for acquisition, development and renovation of parks, recreation or conservation areas. match. The state has various grant programs in addition to the land and water conservation funds for open space protection. These programs include Self Help funds used to assist municipal conservation commissions acquire land for natural resource and passive outdoor recreation purposes. Funds can be used for the acquisition of land or partial acquisition (conservation restrictions).

The state also has conservation partnership grants that it provides to non profit organization for land acquisition for open space purposes. Most of the stet Open Space and Recreation grants area administered by the Division of Conservation and Recreation (part of the Executive Office of Energy and environmental Affairs) which also assists communities and non profits in securing conservation restrictions. These programs are highlighted below and details can be found on the DHCD web site at <http://www.mass.gov/envir/dcs/default.htm>

**Land Restriction** - Listed below are details about different types of protection that either are or could be available to open space and recreation land in Chelsea.

**Article 97 Protection** - A codification of the “Public Trust Doctrine,” Article 97 of the Massachusetts Constitution protects all publicly owned lands used for conservation or recreational purposes. Before these properties can be sold, transferred, or even converted to a different use, this amendment requires a vote of the City Council as well as a roll-call vote of the State House of Representatives and Senate.

**Protection through Ownership (Fee)** - In some cases, the open space can be acquainted in its entirety (in fee) by a public or private conservation interest or a State or Federal agency (such as the National Park Service). In many cases, such ownership will trigger other forms of protection, such as Article 97. If the owner is a nonprofit organization (such as the Trustees of Reservations), the land could in theory be sold and or developed, but doing so could contradict the group’s conservation purpose.

**Protection through Conservation Restrictions, Easements, or other Deed Instruments** - Due to the high costs of acquiring land, it has become increasingly popular to acquire conservation restrictions limiting future development. Similarly, access easements can provide permanent public access to a property. In certain situations, deed restrictions or easements may be granted by a private party as part of a development approval process. As with any matters involving real property, care must be taken in drafting of the restrictions to ensure the rights and interests of all parties are represented and clearly documented. Conservation Restrictions must be approved by the municipality and the Massachusetts Division of Conservation Services.



**Chapter 61** - This program through tax incentives can help protect forest agricultural and recreational land in Massachusetts through encouraged preservation. Landowners who wish to ensure long term protection of such land may be offered tax benefits as an incentive to manage the land for those purposes. Should the owner wish to end the agreement, the municipality has the authority to recover tax benefits given and has first right of refusal on the purchase of the land if it is to be sold for non-Chapter 61 purposes.

**Community Preservation Act** - In 2000, the state adopted the Community Preservation Act under MGL Chapter 44B to as a mechanism for cities and towns to generate funds through a real estate surcharge to be used for open space and recreation, affordable housing and historic preservation activities.

The law allows a surcharge of between 0.5% to 3% of local property taxes to provide funding that the state currently matches on a 1:1 basis. The law requires that a minimum of 10% of the annual revenues of the fund must be used for each of the three core community concerns. The remaining 70% can be allocated for any combination of the allowed uses, or for land for recreational use. This gives each community the opportunity to determine its priorities, plan for its future, and have the funds to make those plans happen. The law has been adopted by 127 communities in Massachusetts. See State CPA web site <http://commpres.env.state.ma.us/content/cpa.asp> and a web site maintained by the Community Preservation Coalition <http://www.communitypreservation.org/index.cfm> for more information on this program.

**Land and Water Conservation Funds** - Land and Water Conservation Funds are federal monies that are administered by states. The program provides up to 50% of the total project cost for the acquisition, development and renovation of park, recreation or conservation areas. Municipalities, special districts and state agencies are eligible to apply. This federal grant program funds conservation or park projects submitted from both municipal and state agency project sponsors. Municipal projects may be considered for funding under both the federal LWCF program and the appropriate DCS program – but can only be approved for funding through one of the programs. Municipalities must indicate on their application that they wish to be eligible for either program.

**LAND** (Local Acquisitions for Natural Diversity formerly the Self Help Program) -The LAND Program provides funds to municipal conservation commissions for the purchase of conservation land. In 2007, the priority was for the protection of coastal and estuarine property; sensitive stream, river, lake and pond watersheds; and biological conservation (especially rare species habitats). The Self-Help program was established by the state in 1961 to assist municipal conservation commissions acquiring land for natural resource and passive outdoor recreation purposes. Lands acquired may include wildlife, habitat, trails, unique natural, historic or cultural resources, water resources, forest, and farm land. Compatible passive outdoor recreational uses such as hiking, fishing, hunting, cross-country skiing, bird observation and the like are encouraged. Access by the general public is required. This state program pays for the acquisition of land, or a partial interest (such as a conservation restriction), and associated acquisition costs such as appraisal reports and closing costs.

**PARC** (Parkland Acquisitions and Renovations for Communities formerly the Urban Self-Help Program). The PARC Program assists cities and urban towns with the acquisition of parkland, as well as construction of new parks and renovation of existing parks. The priorities for this year's Urban Self-Help grants include new park development especially on land reclaimed by dam removal or brownfield site clean-up, and projects that provide recreational opportunities to urban populations. Projects that serve to stabilize neighborhoods or are part of urban center revitalization efforts will be given special consideration as will those that demonstrate innovative stormwater control systems. Importantly, Small towns may qualify for these grants where projects are designed to provide statewide or regional recreational facilities or up to a maximum grant of \$50,000 for smaller recreational projects.

**Recreation Trails Grants** - The Recreational Trails Program provides funding support for a variety of trail protection, construction, and stewardship projects throughout Massachusetts. This national program makes funds available to states to develop and maintain recreational trails and trail-related facilities for non-motorized and motorized recreational trail uses. The program is authorized and funded through the federal "Transportation Equity Act for the 21<sup>st</sup> Century" known as TEA-21. It is administered on a reimbursement basis by DCR, in partnership with the Massachusetts Recreational Trails Advisory Board and the Massachusetts Highway Department. Eligible applicants include non-profit organizations, government agencies, and municipalities.

**Rivers and Harbors Grant Program** - The Rivers and Harbors Grant Program is a statewide program of matching grants from DCR's office of Waterways to towns and municipalities for design and construction to address problems on coastal and inland waterways, lakes, and great ponds. The purpose of this program is to enable municipalities to address various types of waterways-related problems and provide for financial and technical assistance during engineering, design, permit acquisition, construction management, construction and related efforts. Typical types of projects qualifying for the program are: dredging of channels, harbors and inland waterways for navigation, tidal flushing, flood storage and river, lake or pond restoration; provision of public access, including rehabilitation of publicly owned piers, seawalls, wharves, jetties, bulkheads and revetments; rehabilitation or construction of flood control measures, including dikes, weirs, check dams, tide or floodgates and flood control internal drainage systems; lake and pond restoration or management activities for public access, water-dependent recreation or habitat enhancement purposes; beach nourishment for barrier beach maintenance, habitat enhancement or recreational purposes; coastal or inland wetlands restoration; and streambank and shoreline erosion control protection.

**Massachusetts Environmental Trust** - The Massachusetts Environmental trust is a nonprofit grant making organization that protects and restores water resources and their related ecosystems throughout the Commonwealth. The Trust's mission is to develop, coordinate, and fund projects that encourage cooperative efforts to raise environmental awareness and enable innovative approaches that can restore, protect, and improve water and water-related resources of the Commonwealth.

**Community Partnership Grants** - This program was created under **Chapter 236 of the Acts of 2002, s. 13 for the purpose of** assisting not-for-profit corporations in acquiring land and interests in lands suitable for conservation or recreation. The program is based on reimbursement of up to 50% of

eligible project costs. All projects must include the corporation granting an appropriate perpetual conservation restriction, within the meaning of sections 31 and 32 of chapter 184 of the General Laws, to either the city or town in which the project is located, to be managed by either its conservation or recreation commission, or a state agency, or both; provided further, that all projects must provide appropriate public access

### **Non Profit Land Trusts**

There are also two prominent and locally based non profit land trusts that can assist the City in protecting open space resources.

#### *The Trustees of Reservations*

A nonprofit land trust that protects land for public use. The Trustees use two main methods of attaining land: Land Acquisition and Conservation Restriction. Since 1891, the Trustees have acquired some 23,000 acres of land, creating more than 90 reservations for the public to use and enjoy. Typically, the Trustees acquire land through the gift of significant conservation land. The donor of the land often provides an endowment to defray the costs of managing the land. Less frequently, they purchase land, usually at a bargain sale price and almost always with the aid of a special fundraising campaign. The Trustees accepts conservation restrictions (also called conservation easements) on land. As holder of the conservation restriction, The Trustees is responsible for monitoring and legally enforcing the terms of the CR. Since 1971, when The Trustees began this program, conservation restrictions have helped protect nearly 14,000 acres of land — more than any other conservation organization in Massachusetts.